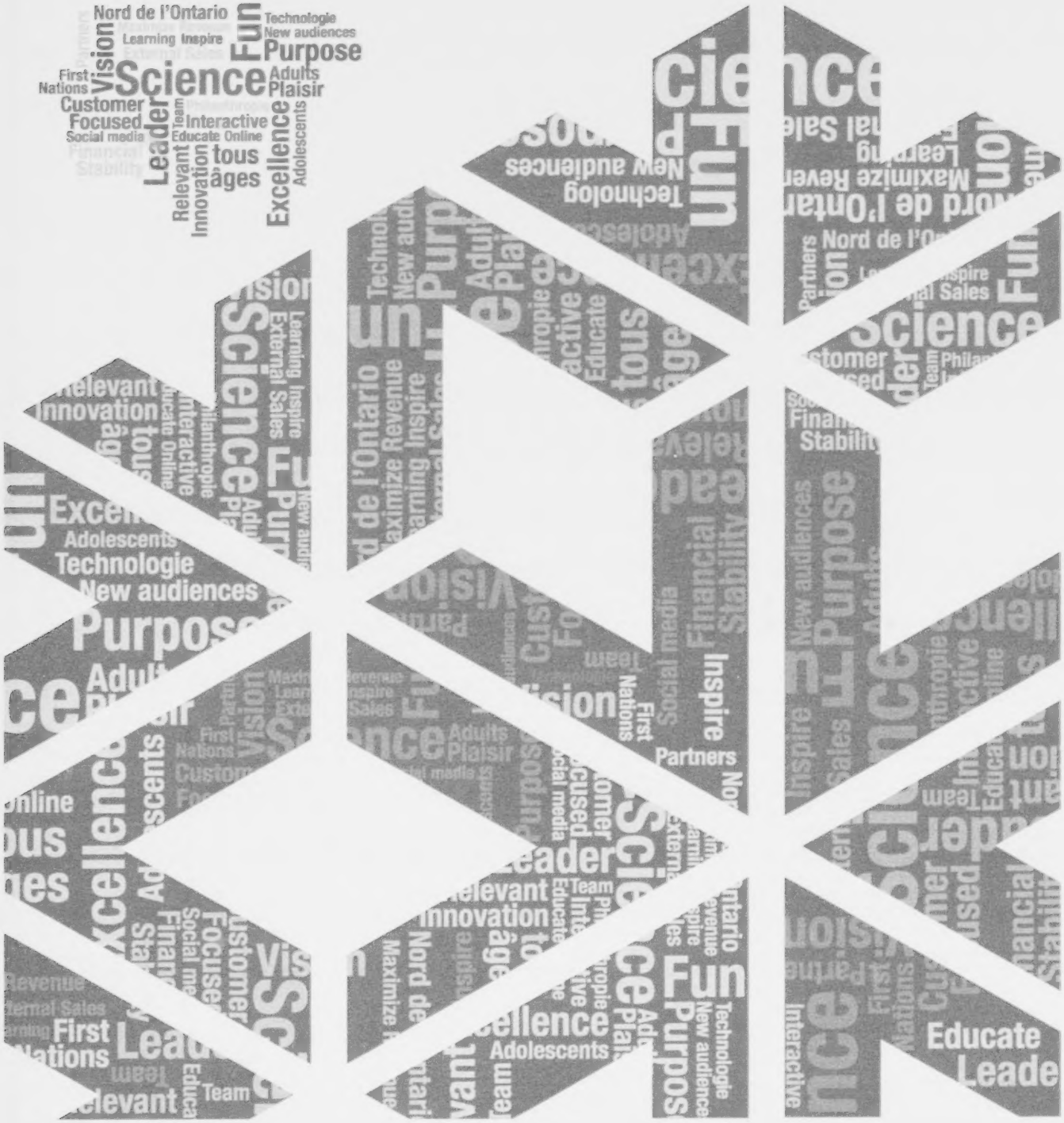
SCIENCE NORTH SCIENCE NORD

An agency of the Government of Ontario

2016–2017 ANNUAL REPORT



Our Vision

We will be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Our Purpose

We inspire people of all ages to be engaged with the science in the world around them.

Our Mandate

- Offer a program of science learning across Northern Ontario
- Operate a science centre
- Operate a mining technology and earth sciences centre
- Sell consulting services, exhibits and media productions to support the centre's development

Our Professional Values

We Are…Accountable, Innovative Leaders
We Have…Respect, Integrity and Teamwork

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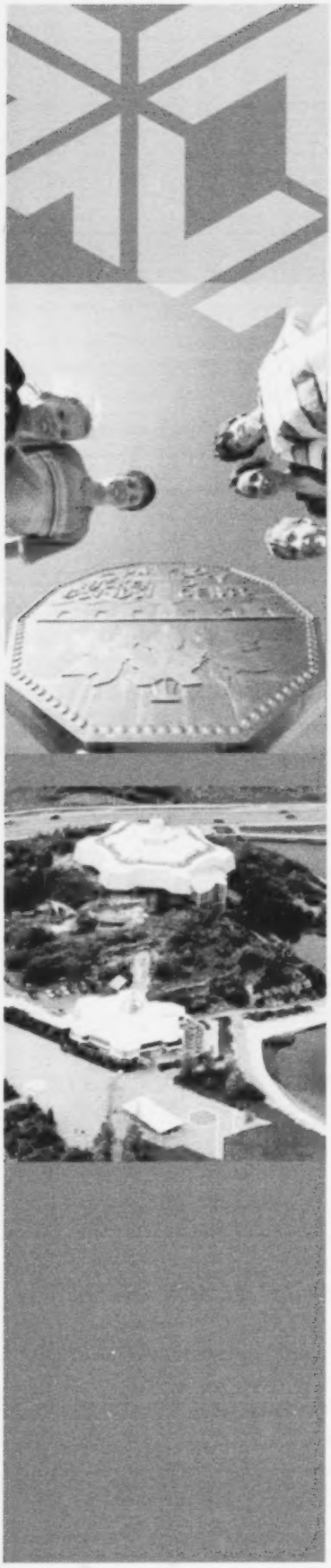


Message from the Chair and Chief Executive Officer

2016-17 marked the fourth year in Science North's 2013-18 Strategic Plan and the organization has continued to make excellent progress on implementing the plan, delivering on its mandate and achieving its Vision. Here are just a few of the highlights of the past year.

- An exciting multi-year $3.0 million exhibit renewal was completed at Dynamic Earth - the first significant change to visitor experiences at the earth sciences centre in over six years. The renewal includes new and upgraded earth sciences and mining exhibits, an enhanced under ground tour, the addition of Northern Ontario's first Outdoor Science Park and the installation of the permanent *Northern Nature Trading* experience at six Northern Ontario attractions.

- *Wild Weather*, Science North's 11th travelling exhibition, opened at Science North in June 2016. The highly interactive exhibition, developed and produced by Science North in partnership with Ontario Science Centre, illustrates severe weather as a powerful and unpredictable force that can often cause great damage to communities, infrastructure and lives. The exhibition has received very positive feedback from visitors and is now on a five-year North American tour. It's estimated that two million people will see the exhibition.

- The new *Ready, Set, Move!* object theatre opened at Science North, taking visitors on a journey into the world of healthy living using movement-sensing technology. This project was an international co-production between Science North and Denmark's renewed science centre, Experimentarium, where it opened in January 2017.

- Science North continued to grow new audiences. Seven Science Café events were staged engaging adults in great science discussions and debates. A variety of Explore Science Speaker Series complemented travelling exhibitions and our popular Nightlife on the Rocks events continue to be a hit.

- Engaging First Nations audiences in science programs within their own communities continued to be a high priority for Science North. Science North "Bluecoats" travelled to 31 First Nations communities to deliver 155 school programs involving 3,209 students in science programs. From April 2016 to March 2017, 23 e-workshops were delivered to a total of 368 students in 14 First Nations communities. Science North did science programming with elementary school students in the remote communities of Big Trout Lake and Sandy Lake. In addition, Summer Science Days were delivered in 8 communities.

- Science North, Dynamic Earth and its attractions offered high quality educational experiences to visiting students. In 2016-17, there were 46,070 students from Greater Sudbury and from out-of-town schools engaged in school programs, live science shows and specialty experiences. 92% of local elementary schools have a school membership which speaks to the quality programming and experiences offered at Science North and Dynamic Earth.

- Science North delivered science camp programs in 33 Northern Ontario communities during summer 2016. 2,632 children from age 4 to 11 were engaged in hands-on science activities ranging in topics from natural sciences, to body science, to technology camps including media and robotics.

- Science North worked with community partners to deliver two Science Festivals in

Northern Ontario. In April 2016, the Sault Ste. Marie Science Festival engaged over 3,888 people of all ages in science and technology learning through a series of events. In Feburary 2017, 2,983 participants enjoyed the Thunder Bay Science Festival which included a science café, Family Science Carnival and more. In March 2017, the Festival and Events Ontario (FEO) organization awarded the 2016 Sault Ste. Marie Science Festival with an FEO achievement award in the category Best New Festival ($100,000 or less). Congratulations to all of the Science Festival partners!

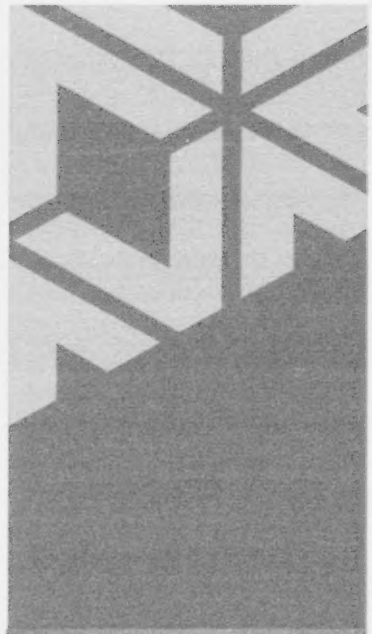
- Science North unveiled a renewable energy demonstration project onsite in October 2016. The Smart Microgrid project integrates Science North's Building Energy Management System with advanced Energy Storage System, solar generated energy from a 200 KW solar array and an innovative energy distribution network enhanced with automated data analyics. The project gives the science centre greater influence over energy control, consumption and conservation.

- Science North's travelling exhibits are leasing well throughout North America with its portfolio of six exhibits currently touring. A 70% lease rate was secured by March 31, 2017 for the following year's leases. Science North and the Ontario Science Centre, with the financial support of the Ministry of Tourism, Culture and Sport, continue to work together on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products.

- In April 2016, Science North hosted its sixth fundraising gala: the *5enses Gala*. The gala event was strongly supported by the community and contributed a net profit of $40,000 to Science North's operations.

- Science North received $1,060,000 in funding from Ontario150 through the Ministry of Tourism, Culture and Sport to support Science North's Ontario150 initiatives at Science North, Dynamic Earth and in Northern Ontario. These will include a new Planetarium show on Indigenous culture and innovation, a tour of this show throughout Northern Ontario in two portable Planetariums, three expanded Science Festivals, and a Projection Show on the Big Nickel.

A strong business plan and dedicated workforce committed to delivering on the plan,strong partnerships and the generous support of our funders have been instrumental in the success of the past year. On behalf of the Board, staff and volunteers of Science North, we extend sincere thanks to all of our partners and supporters for your commitment to Science North and for working with us to serve the needs of our audiences. In particular, we thank Minister Eleanor McMahon and the Ministry of Tourism, Culture and Sport, Science North's largest 'shareholder' for your ongoing support.



Scott Lund
Chair, Board of Trustees

Guy Labine
Chief Executive Officer

Fast Facts

(April 1, 2016 - March 31, 2017)

Memberships

General Memberships	4,588
Corporate Members	30
Corporate Giving Program Patrons	36
Total	**4,654**

Admissions

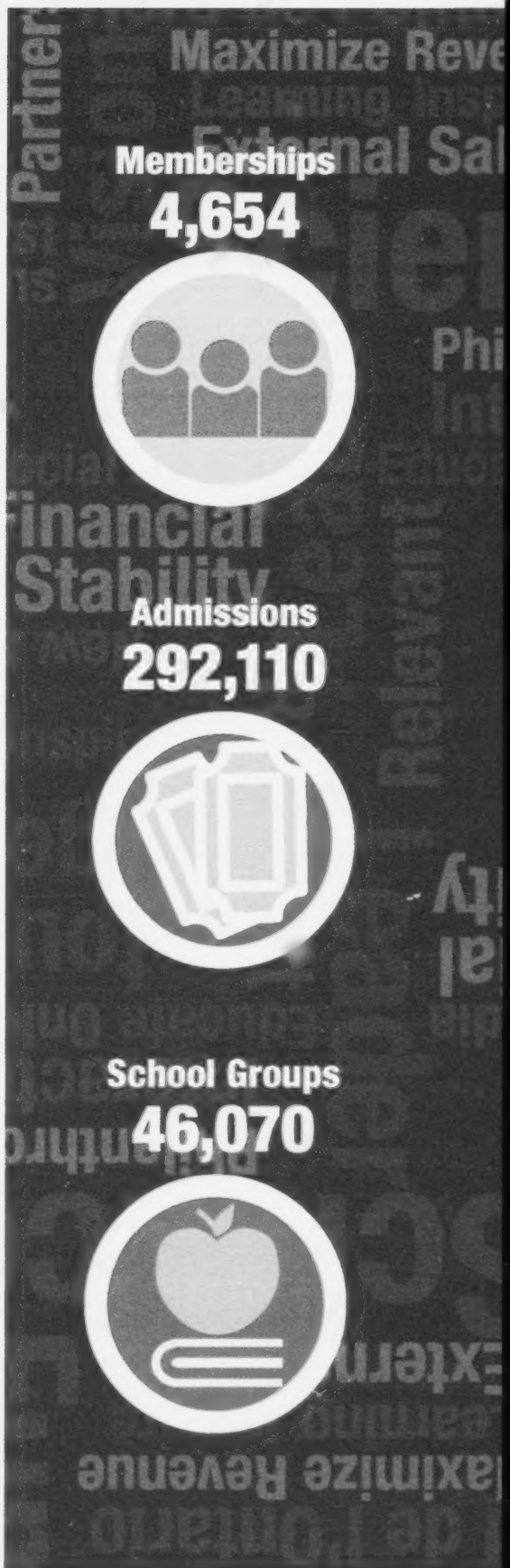
Science North Science Centre (including Special Exhibits Hall)	154,897
IMAX® Theatre	50,690
Planetarium	22,330
Escape Room	1,841
Dynamic Earth	62,352
Total	**292,110**

Education Programs - School Groups

Science North Science Centre	22,160	students
IMAX® Theatre	10,591	students
Planetarium	4,369	students
Dynamic Earth	7,880	students
Escape Room	3	students
Special Science North Programs		
- Sunset to Sunrise Camp-ins	969	students
- Science Olympics	98	students
Total	**46,070**	**students**

Workforce

Employees	90	full time salaried
	170	casual, contract and hourly
Total	**260**	**employees**
Volunteers	300	volunteers
	18,570	volunteer hours



Science Programs & Workshops

Summer Science Camps	2,632	participants (33 communities)
Specialty Programs/New Audiences		
- Children	508	participants
Northeastern Ontario (301)		
Northwestern Ontario (207)		
New Year's Eve Family Fun Day Event	1,264	participants
Halloween Event	12,045	participants
Teacher Workshops	613	teachers
After School Science Program	28	participants (189 days)
E-Workshops		
Public Schools	2,515	students (109 workshops)
First Nations Schools	368	students (23 workshops)
Public Outreach		
- Northeastern Ontario	14,688	participants (45 communities/57 events)
- Northwestern Ontario	7,122	participants (18 communities/40 events)
- In First Nations Communities	2,574	participants (8 communities/29 days)
School Outreach		
- Northeastern Ontario	36,271	participants (52 communities)
- Northwestern Ontario	12,222	participants (16 communities)
- In First Nations Communities	3,209	participants (31 communities/34 days)
- Science Olympics	422	participants (3 communities)
Science Festivals - Thunder Bay	2,983	participants
Science Festivals - Sault Ste. Marie	3,888	participants
Total	**103,352**	

Spotlight

Dynamic Earth Expansion & *Northern Nature Trading* Experiences in the North

Dynamic Earth recently completed an exciting multi-year exhibit renewal - the first significant change to visitor experiences at the Centre in over six years. The $3.0 million renewal began in October 2014 and was completed in December 2016, including new and upgraded earth sciences and mining exhibits, an enhanced underground tour, the addition of Northern Ontario's first Outdoor Science Park and the installation of the permanent *Northern Nature Trading* experience at six Northern Ontario attractions.

New and renewed exhibits at Dynamic Earth use cutting-edge technology and interactive displays to engage visitors, including a digital sandbox where visitors can move sand to discover how topography affects the flow of water, a regreening and slag exhibit that tells the history of Sudbury's inspiring environmental remediation story through first hand observation and the Mine Training Centre where adult and youth audiences can become immersed through modern training simulators of mining equipment and mine rescue missions.

Dynamic Earth's iconic underground experience, *In the Footsteps of Sudbury's Miners*, has been renewed with the latest in lighting, audio, video and special effects to help bring realism to the tour experience as never before. Elements of the renewal work support Bluecoat staff in executing a seamless and sophisticated performance that transports visitors virtually into the world of underground mining.

Northern Ontario's first and only Outdoor Science Park opened at Dynamic Earth in August 2016. The 1,500 square metre outdoor gallery is an extension of the Dynamic Earth experience, featuring

Opening the Northern Nature Trading experience at the Red Lake Regional Heritage Centre. Left to right: Lora Clausen (Science North) Lisa Hughes and Lise Treau de Coeli (Red Lake Regional Heritage Centre), Emily Kerton and Guy Labine (Science North)

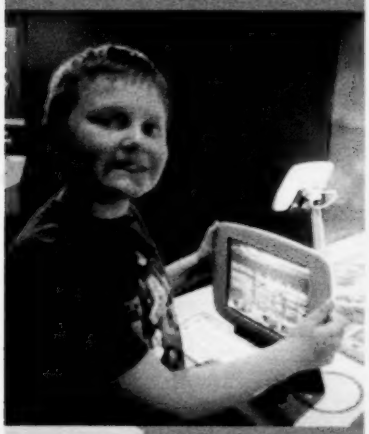
large-scale exhibits and science-themed interactive structures like a "molten" slag slide, an immense Scooptram® underground loader and a Wave Machine that mimics the movement of seismic waves. Open seasonally, the Science Park engages visitors of all ages and showcases the site's unique sense of place in the geologic and human history of Sudbury. To further fulfill Science North's mandate to grow the Centre's reach across Northern Ontario, Science North installed the *Northern Nature Trading* (NNT) exhibit in six communities including Red Lake Regional Heritage Centre in Red Lake, Lake of the Woods Discovery Centre in Kenora, Thunder Bay Public Library in Thunder Bay, Science Village in Timmins, Canadian Bushplane Heritage Centre in Sault Ste. Marie and North Bay & District Chamber of Commerce in North Bay.

The *Northern Nature Trading* (NNT) experience is modeled after the classic Rockhound Lab and Nature Exchange experiences at Dynamic Earth and Science North, which have over 50,000 traders registered in the database to date. Since opening six permanent *Northern Nature Trading* experiences across Northern Ontario, over 1,000 additional traders have been added to the database from the communities hosting this exhibit. Databases across Northern Ontario and at Science North and Dynamic Earth are all connected so that visitors can access their accounts and trade at all eight locations.

The renewal project at Dynamic Earth has played a significant role in generating economic activity for the North, including maintaining and creating jobs, driving tourists to the area for extended length of stay, communicating Sudbury's re-greening story and sustainable mining in Northern Ontario and piquing interest among youth in mining-related careers. During the renewal period, Dynamic Earth experienced an 18% increase in attendance and a 5% increase in attraction revenue with over 170,000 visitors to the site. There was an estimated $17 million visitor spend in the region during the project period.

Partnerships with the mining industry, Indigenous groups and post-secondary institutions were also strengthened in the design and development of exhibit spaces, including the creation of a work space for the Sudbury Area Mining Supply and Service Association on the Dynamic Earth site.

The quality and scope of work involved in this renewal would not have been possible without the funding support of FedNor, the Northern Ontario Heritage Fund Corporation, and the City of Greater Sudbury through the Greater Sudbury Development Corporation.



Spotlight

Science North's 11th Travelling Exhibition, *Wild Weather*

A unique, new travelling exhibition, *Wild Weather*, was officially launched at Science North in June 2016. The highly interactive exhibition, developed and produced by Science North in partnership with Ontario Science Centre, illustrates severe weather as a powerful and unpredictable force that can often cause great damage to communities, infrastructure and lives.

"As the 2nd largest science centre in Canada and major attraction and tourism driver for Northern Ontario, it's crucial for Science North to offer continuously changing and engaging visitor experiences that attract tourists and local visitors on both a new and repeat basis," said Guy Labine, Science North CEO. "Developing exciting travelling exhibitions, such as *Wild Weather*, is also crucial to stimulating the local economy, from creating and sustaining jobs, to developing job skills, to driving tourists to Northern Ontario."

The 600-square-metre exhibition is designed to immerse and engage visitors of all ages in the science of severe weather. The 11th travelling exhibition from Science North, *Wild Weather* was under development, in partnership with Ontario Science Centre, for over two years. Science North worked with many experts from across North America including leading Canadian researchers and scientists in fields such as meteorology, climate change and human health, many of whom are featured in the exhibition.

"The Ontario Science Centre is pleased to partner with Science North to produce *Wild Weather*. Climate change is perhaps the most important challenge facing society today," stated Dr. Maurice Bitran, CEO. "Using the wonder and curiosity surrounding extreme weather phenomena, this exhibition will serve as a springboard for public dialogue about the impact of climate change that we are seeing on the world around us and the potential solutions for the future."

Wild Weather is a fun, highly interactive exhibition that allows visitors to experience weather in its many powerful and unpredictable forms. Visitors are given unique opportunities to experience severe weather: they experience a research flight through a hurricane, witness the destruction of tornadoes, follow turbulent cloud formations and lightning strikes, become citizen scientists in the midst of a raging winter storm, and meet a researcher studying the force of wind in the lab. Through the exhibition's unique experiences, visitors discover how emerging technologies and recent scientific discoveries are improving our ability to forecast severe weather and to understand the impact of climate change on severe weather patterns.

After its world premiere at Science North, *Wild Weather* began a five-year North American tour starting at Ontario Science Centre in fall 2016. Following that, the exhibit was showcased at the Atlanta Fernbank Museum and the San Antonio Witte Museum before continuing to travel across the United States, including to the Houston Space Centre. Confirmed Canadian leases include the Canadian Museum of Nature where the exhibit will show during the Fall/Winter 2018 season. It's anticipated the exhibit will visit approximately 12 venues and be seen by 2 million visitors.

To date, Science North-produced travelling exhibitions have been viewed by more than 6 million visitors at 54 locations around the world.

Wild Weather was funded in part by the Government of Canada through the Department of Canadian Heritage, as well as the Ontario Cultural Attractions Fund of the Government of Ontario through the Ministry of Tourism, Culture and Sport, administered by the Ontario Cultural Attractions Fund Corporation. Exhibit development supported by Lopes Limited.

Spotlight

Smart Grid Demonstration Site Launched at Science North

In October 2016, Science North unveiled a renewable energy demonstration project funded in part by the Ontario Ministry of Energy under Smart Grid Fund (SGF) and launched by the Honourable Glenn Thibeault, Minister of Energy and Member of Provincial Parliament for Sudbury.

The Smart Microgrid project integrates Science North's Building Energy Management System (BEMS) with advanced Energy Storage System (ESS), solar generated energy and an innovative energy distribution network enhanced with automated data analytics. The project gives the science centre greater influence over energy control, consumption and conservation.

The project lead applicant, eCAMION Inc., a Canadian company which develops and manufactures large-scale Energy Storage Systems, has partnered with local electrical distribution company Greater Sudbury Hydro Inc. (GHS), grid automation company Opus One Solutions (Opus One), and Science North, Canada's second largest science centre and most popular tourist attraction in Northern Ontario, to build the Smart Microgrid system at the science centre located on Ramsey Lake Road in Sudbury.

"This project will keep Sudbury and Science North on the cutting edge. It's fantastic to see the level of collaboration demonstrated with this announcement, and I'm proud the Ministry of Energy could be involved. "It's innovative work like this smart grid that will continue to drive down carbon emissions and consumer costs in Ontario," said Glenn Thibeault, Minister of Energy and Member of Provincial Parliament for Sudbury.

The total project cost is estimated at $3.12 million. Ontario's Ministry of Energy's SGF is a lead financial supporter for the project with the remaining financial support coming from the other project partners. The SGF supports Ontario-based projects that test, develop and bring to market the next generation of smart grid solutions.

"This is a great opportunity for Science North to showcase leading-edge renewable energy technology. Greater Sudbury Hydro, eCAMION Inc. and Opus One Solutions are key players in the development of Smart Grids and the use of this emerging technology to enhance power system reliability. We are delighted to be able to work with these industry leaders and are impressed by the strengths each partner brings to the table," said Scott Lund, Chair of Science North's Board of Trustees.

"One of our strategic goals is to decrease our carbon footprint so this is a tangible leap forward in that direction. The opportunity to create an exhibit about how this all works, as well as the benefits of a Smart Grid, makes this project even more exciting for us," added Guy Labine, CEO of Science North.

This demonstration project shows how the photo-voltaic (solar panel) array installed on the grounds of Science North can be used with the eCAMION Inc. Energy Storage System to lessen the science centre's reliability on the grid. The data analytics provided by Opus One's GridOS® constantly monitors Science North's BEMS to better manage energy consumption throughout the centre and decrease the carbon footprint. The ESS can be charged by solar power, or from the GSH grid at

lower-cost off-peak times. That energy can then be stored to either lower demand from the grid in higher-cost on-peak periods or to power the facility directly. The whole system is connected to the GSH grid to allow electricity to flow to and from the science centre, but the Smart Microgrid can also be "islanded" or disconnected from the grid.

In case of a power outage for instance, the Science North Smart Microgrid will run independently from Greater Sudbury Hydro's local distribution grid so that energy stored in the battery can be diverted to critical functions in the science centre, such as maintaining the F. Jean MacLeod Butterfly Gallery. In the case of the F. Jean MacLeod Butterfly Gallery, Science North has made a significant investment in order to create a climate-controlled exhibit that supports a multitude of butterflies, birds and tropical plants. A power outage lasting more than one hour could be potentially harmful to the flora and fauna in the gallery.

"The growing interest of storing energy produced by Renewable Generation to be used when needed has shifted traditional power flow on the distribution system," said Andrew Athanasopoulos, Lead Engineer on this project. "This paradigm shift from centralized generation to distributed generation throughout the distribution system, has introduced some interesting challenges for the industry. Taking part in projects such as this one allows us to be proactive, test those effects in a controlled way, and helps us modernize our electricity grid."

"This is an incredible opportunity for eCAMION to field test our latest energy storage technology," said Carmine Pizzurro, President of eCAMION Inc. "We are happy to be the project lead and system integrator, guaranteeing energy resilience and emergency power for Science North. The project will test advanced Smart Grid functions such as Global Adjustment (GA), voltage sag mitigation and more. This partnership allows us to show the possibilities of the Smart Grid to the public and bring the technology to street level."

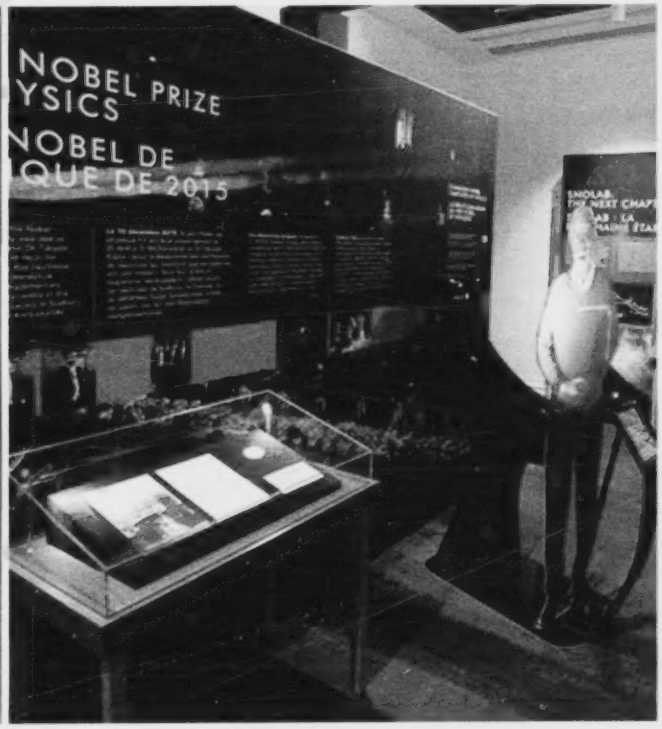
"Our data analytics and automation software will provide breakthrough energy intelligence to the project," said Joshua Wong, President and CEO of Opus One Solutions. "GridOS will analyze information from Science North's Building Energy Management System, battery storage system, solar panels, and combine that with weather forecasting, electricity prices, grid performance, and make decisions on the fly to optimize Science North's savings, and maximize the microgrid benefits to the facility and to the grid."

Spotlight

Science North Brings the Science Behind SNOLAB to an International Audience with *New Eyes on the Universe*

An exciting new international exhibition produced by Science North on behalf of SNOLAB, a Canadian physics underground laboratory specializing in neutrino and dark matter, was officially launched at Canada House, Trafalgar Square in London, England in July 2016. *New Eyes on the Universe* is a ground-breaking exhibition that animates the science of SNO (Sudbury Neutrino Observatory) and of SNOLAB that is being conducted in the two kilometre-deep underground research facility in Sudbury, Ontario.

The exhibit includes 40 panels with spectacular images, video kiosks that invite visitors to explore, artifacts that offer a first hand look at unique detector components and a life sized video "presenter" of Nobel laureate Dr. Art McDonald describing the discoveries of SNO, new SNOLAB experiments and his take on the future. The awarding of the Nobel Prize to Dr. Art McDonald and Dr. Takaaki Kajita is also featured along with stories of inspiration for young scientists.



At a ribbon cutting ceremony at Canada House, London, UK to launch New Eyes on the Universe. Left to right: Mike Cox, Vice President, VALE UK Operations; Guy Labine, CEO Science North; Deputy High Commissioner Alan Kessel; Dr. Art McDonald, former director of the Sudbury Neutrino Observatory, 2015 Nobel Laureate in Physics; Jennifer Pink, Science Director, Science North; Dr. Doug Hallman, professor emeritus of Physics at Laurentian University; Dr. Nigel Smith, SNOLAB Director; Greater Sudbury Mayor, Brian Bigger.

"We are very pleased to have this opportunity to present our science and technology to the general public in a prestigious location on Trafalgar Square in London," said Dr. Art McDonald, former director of the Sudbury Neutrino Observatory, 2015 Nobel Laureate in Physics. "We are grateful to the Canadian High Commission for providing this location throughout the summer, starting during the major international conference NEUTRINO 2016 at the beginning of July."

"SNOLAB is delighted to be partnering with so many strong Canadian research and outreach organizations to bring together the story of the Nobel-prize winning research of the SNO experiment, hosted at our deep underground facility in the Vale Creighton mine," added Dr. Nigel Smith, SNOLAB Director.

"Since the early 1990's, Science North has been creating educational, interactive science exhibits and multi-media theatre experiences on this topic. Producing this exhibition was an exciting project, and a great opportunity to showcase the capabilities of the science research community in Sudbury to an international audience," said Science North CEO Guy Labine.

"Greater Sudbury is proud to be home to two world-class science institutions; SNOLAB and Science North," said Greater Sudbury Mayor, Brian Bigger. "We want the world to come, get to know our beautiful community and discover the global impact of Canada's Resourceful City."

This exciting exhibit was made possible through the generous support of more than 20 sponsors in Canada and the UK including: the Canadian Foundation for Innovation, Natural Sciences and Engineering Research Council of Canada, the Government of Canada, the Province of Ontario, FedNor, the City of Greater Sudbury, Vale, Air Canada, Canadian Nuclear Laboratories, TRIUMF, the Science and Technology Facilities Council, Canada Science and Technology Museums Corporation, Science North, the University of Alberta, the University of Guelph, Carleton University, the University of British Columbia, Queen's University, Université de Montréal and Laurentian University.

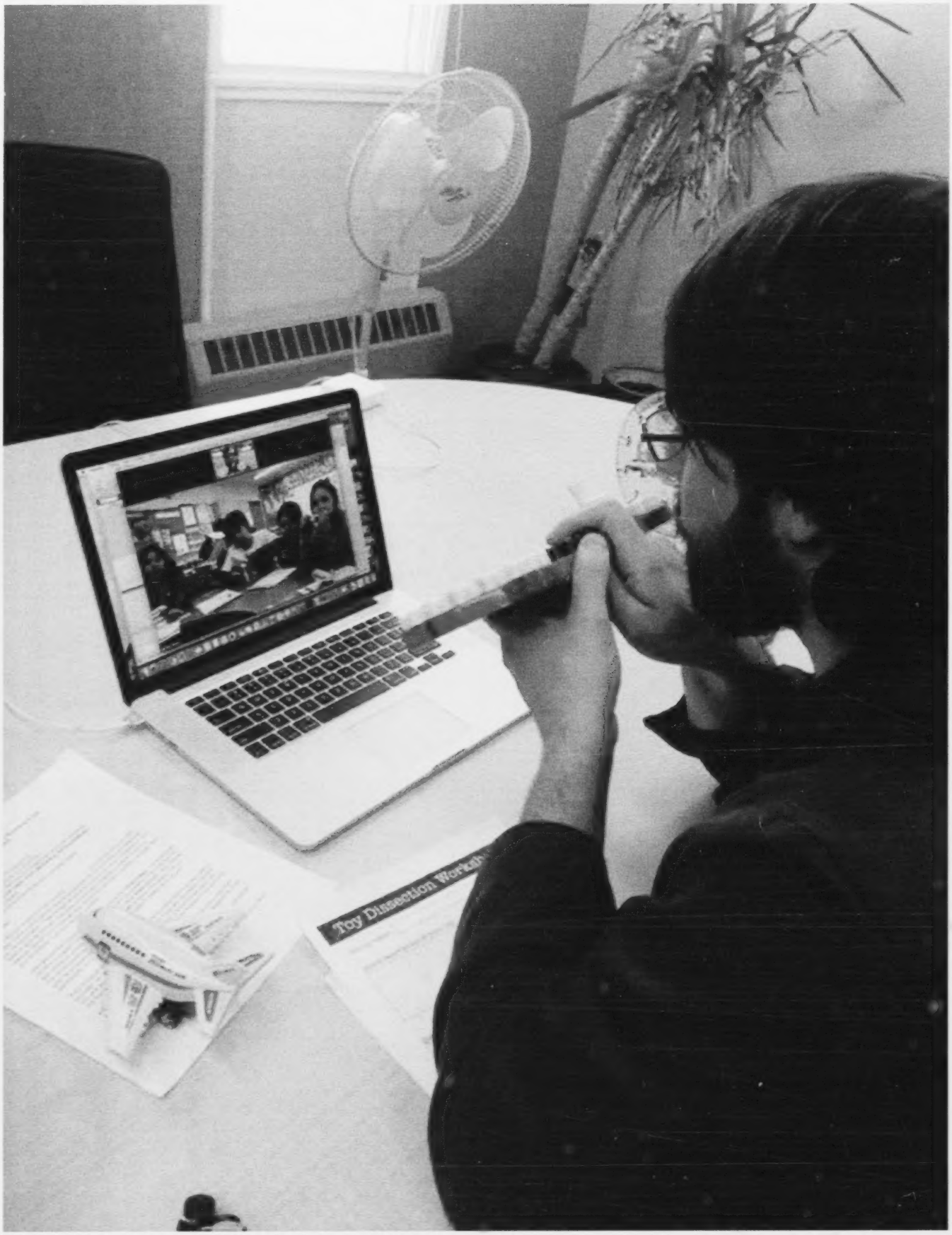
After showing at Canada House, *New Eyes on the Universe* continues its international tour to the University of Oxford in the UK; Telus World of Science in Edmonton, Alberta; Chalk River, Ontario; Queen's University, Kingston, Ontario; Science North and Carleton University in Ottawa, Ontario, to name a few.

Our 5-Year Strategic Priorities (2013-18)

1. Great and Relevant Science Experiences

2. A Customer-Focused Culture of Operational Excellence

3. Long Term Financial Stability

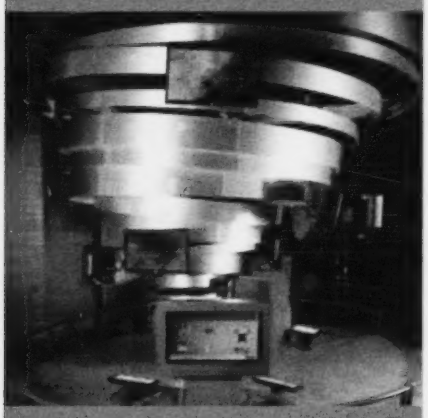

Toy Dissection

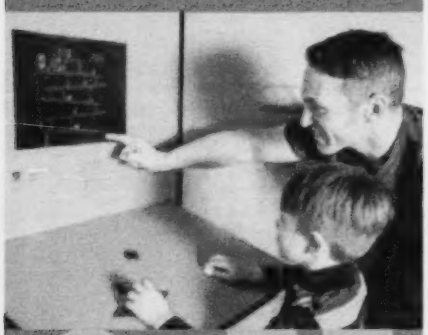
Strategic Priority 1

Great and Relevant Science Experiences

GOAL 1

Develop new and relevant science experiences to grow current and new audiences





Deliver a program of blockbuster exhibitions

At Science North:

- On June 14, 2016, Science North opened its 11th travelling exhibition, *Wild Weather*. Created in partnership with the Ontario Science Centre, this highly interactive exhibition allows visitors to experience weather in its many powerful and unpredictable forms, while exploring the science behind severe weather and our changing climate. The exhibition will complete its five-year North American tour in 2021.

- The *Game Changers* travelling exhibition, developed and produced by the Canada Science and Technology Museum, was staged in the special exhibits hall at Science North from October 13, 2016 to January 8, 2017. This unique exhibition outlined how storytelling, gameplay, graphics and audio are ultimately combined to create compelling gaming experiences. 96.6% of visitors responded that their experience was "Great!" or "I liked it" when asked how they would rate their experience. The exhibition's North American tour is being managed by Science North.

- The *101 Inventions That Changed the World* special exhibition opened at Science North on March 9, 2017 and will show until Labour Day 2017. Created by Grande Exhibitions, this engaging exhibition features revolutionary SENSORY4™ technology that transports visitors through five epochs of human inventions and innovations. An Inventor's Den allows visitors to see a resin 3D printer in action, play with LEGO and create their own robots with Cubelets.

At Dynamic Earth:

- From March 5 to September 5, 2016, *Megalodon: Largest Shark that Ever Lived* was staged in the MacLean Engineering Gallery at Dynamic Earth. This paleontology-based travelling exhibition created and toured by the Florida Museum of Natural History highlighted the evolution, biology and misconceptions of megalodon, a prehistoric shark that once cruised all the world's oceans during the Cenozoic era. The exhibit showcased both fossil and modern shark specimens, and interactive full-scale models. A comprehensive program of science speakers, a film festival, family sleepover and daily workshops engaged visitors of all ages, and resulted in an overall satisfaction level of 93.3%.

WILD WEATHER

GAME CHANGERS

101 INVENTIONS THAT CHANGED THE WORLD

MEGALODON
Largest Shark that Ever Lived

- From March to September 2017, Dynamic Earth hosts *UnEARTHed: 4 Billion Years of Life*, a paleontology-based travelling exhibition created and toured by the International Museum Institute, Inc. In addition to a treasury of fossil casts from some of the most exciting finds from over a century of worldwide excavations, Science North has implemented a real mastodon matrix dig, has created a geological timeline illustrating the story of life on Earth and is showcasing amazing fossils from Northern Ontario's Manitoulin Island for hands-on learning.

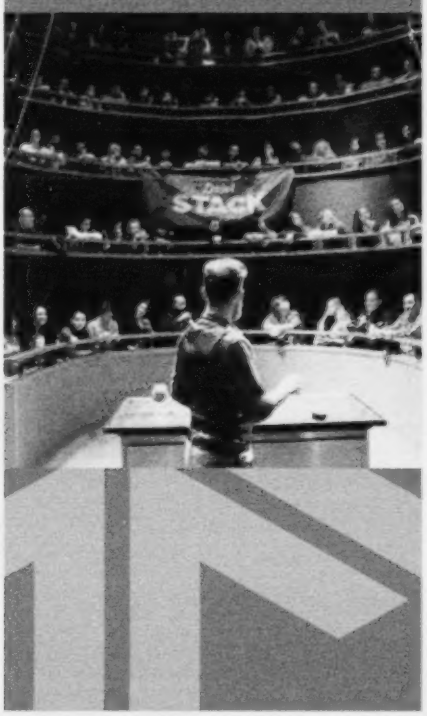
Renew the visitor experience at Dynamic Earth

- Dynamic Earth completed a multi-year exhibit renewal in December 2016, including an enhanced underground tour, new and upgraded earth sciences and mining exhibits, the addition of Northern Ontario's first Outdoor Science Park and the installation of the permanent *Northern Nature Trading* experience at six Northern Ontario attractions. From the beginning of the renewal project in 2014 to its completion in 2016, Dynamic Earth saw an increase of 18% in total attendance.

- Dynamic Earth opened Northern Ontario's first and only Outdoor Science Park on August 19, 2016. The 1,500 square metre outdoor gallery is an extension of the Dynamic Earth experience, featuring large-scale exhibits and science-themed interactive structures that engage people of all ages. Dynamic Earth celebrated an early success in the first five weeks of the Park's opening with attendance reaching 10,810, 32% over the goal.

Develop and implement science programs for varied audiences that will engage visitors with current science

- To attract and grow adult audiences, an exciting annual program of events was delivered by Science North in 2016-17. Seven *Science Café* events were staged engaging adults in great science discussions and debates on topics such as *Weather Prediction: Is your forecaster just guessing?* and *Who Owns Science?* A variety of Explore Science Speaker Series complemented travelling exhibitions, including engaging talks by the Weather Network's Chris St. Clair and Paleoartist John Gurche. The popular Nightlife on the Rocks events attracted new audiences with themes such as "Beer Suds", "Beach Party", "Get Wild" and "Sex, Love & OH!". As well, new initiatives to attract adult hobbyists included work with the local Nickel Belt Coin Club for their first annual Coin Club show at Dynamic Earth.

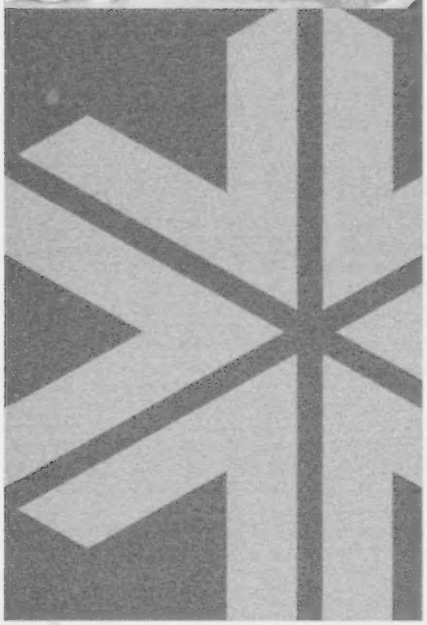


UNEARTHED
4 BILLION YEARS OF LIFE

OUTDOOR SCIENCE PARK
PARC SCIENTIFIQUE DE PLEIN AIR

SCIENCE CAFÉS

NIGHTLIFE ON THE ROCKS



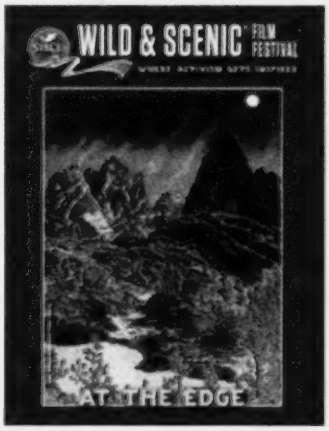
- To serve Science North's teenage audience segment, a number of teen-focused events were hosted including two *What the Flick?* special exhibit and movie events organized by the Teen Advisory Group and Laurentian University's postgraduate Science Communication students. At Dynamic Earth, the *Wild and Scenic Film Festival* was organized with a selection of films geared toward a teen audience and a guest speaker focusing on careers in the mining sector.

- Teenagers also played a key role in Science North's workforce, making up a third of the workforce and contributing 7,424 hours of work on weekends, school holidays and during the busy summer season. In addition, the Centre hosted 28 students in Co-Operative placements at Science North and Dynamic Earth. 104 teenage volunteers supported the Dynamic Earth Halloween event with 4,685 hours of support.

Renew science labs at Science North

- The Energy Lab was redeveloped to include a renewed flight simulator exhibit, increasing visitor length of stay and deepening the learning experience.

- One of Science North's most iconic exhibits, the Bed of Nails was redesigned to include state of the art internal mechanisms to ensure performance reliability.



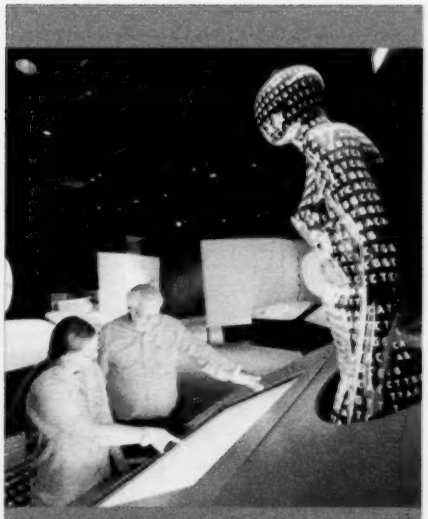
- A new infrared exhibit was developed and installed in the Wetlands Lab allowing visitors to experience how some animals have evolved specialized organs to sense heat to detect prey.

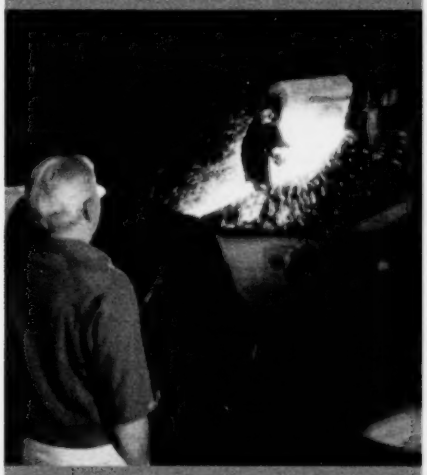
- The DIY Biolab was developed as a hands-on lab space that will allow visitors to use real scientific equipment to explore cell biology and the genomes of organisms. After premiering in the special exhibits hall during the *Genome: Unlocking Life's Code* exhibition in fall 2017, it will be moved to the BodyZone as a permanent experience in early 2018.

Renew the experiences in all of our existing theatres and launch a brand new show

- The new *Ready, Set, Move!* object theatre opened at Science North in December 2016, taking visitors on a journey into the world of healthy living using movement-sensing technology. This project was an international co-production between Science North and Denmark's renewed science centre, Experimentarium, where it opened in January 2017.

- Dynamic Earth's *Rocks to Riches* multimedia theatre was renewed in time for the opening of the 2017 season in March at Dynamic Earth. The Dynamic Earth team also began concept design for a full content renewal of the theatre in 2018-19.





Ready, SET, MOVE! À vos marques, PRÊTS, BOUGEZ!

EXPERIMENTARIUM

GOAL 2

Grow our reach in all of Northern Ontario

Deliver science experiences to First Nations

- Engaging First Nations' audiences in science programs within their own communities continued to be a high priority for Science North. Science North "Bluecoats" travelled to 25 First Nations' communities to deliver 155 school programs involving 3,209 students in science programs. Special NSERC (Natural Sciences and Engineering Research Council of Canada) "Promoscience" funding supported the program in elementary schools in First Nations' communities from April through to December 2016, ending a three-year grant.

- Delivery of e-workshops has been a great way to connect with students in First Nation schools and has allowed Science North to engage students in hands-on science more often during the school year. From April 2016 to March 2017, 23 e-workshops were delivered to a total of 368 students in 14 First Nations' communities.

- Through a partnership with the Northern Nishnawbe Education Council, Science North once again purchased seats on flights to remote First Nations' communities to do science programming with elementary school students in the remote communities of Big Trout Lake and Sandy Lake.

- Supporting educators who teach in First Nations' schools through professional development gained momentum this year as Science North staff were invited to present at the Great Moon Gathering education conference organized by the Omushkego Education Council (Mushkegowuk Tribal Council). The workshop received excellent feedback, confirming the need for support in science education and resources in First Nation schools and leading to additional requests to support educators.

- Summer Science Days were delivered in 8 communities including Wahnapitae First Nation, Aundeck Omni First Nation in Little Current, Serpent River First Nation, Wikwemikong First Nation, Seine River First Nation, Naicatchewenin First Nation, Eagle Lake First Nation and Fort Frances in summer 2016. Additional science programs for the public aimed to reach Indigenous audiences were delivered in Thunder Bay and M'Chigeeng.

Maximize educational experiences across Northern Ontario

- Science North, Dynamic Earth and its attractions offer high quality educational experiences to visiting students. In 2016-17, a total of 46,070 students from Greater Sudbury and from out-of-town engaged in school programs, live science shows and specialty experiences. This included 22,160 visiting the science centre at Science North, 7,880 visiting Dynamic Earth, 10,591 experiencing a large format film in the IMAX® theatre and 4,369 visiting the Planetarium. 969 students participated in a "Sunset to Sunrise Camp-in" program, experiencing the science centre throughout the night and participating in science programs from 7 p.m. to 7 a.m. Special exhibitions such as *Game Changers, Imaginate, Wild Weather, 101 Inventions* at Science North, and *Megalodon* and *UnEarthed* at Dynamic Earth provided high quality and immersive science experiences for students.

- Change is especially important to teachers and students and as such specialty week programs were offered at both Science North and Dynamic Earth throughout the year. New theme-based programs linked to the Ontario Science and Technology curriculum included: Roots & Shoots, Science Olympics, Animal Kingdom Week, Health Week and Engineering Week at Science North and Earth Week, Modern Mining and Technology Sudbury Week, Canadian Dinosaur Week, Ultimate Structures Week and Canada's Heritage Week at Dynamic Earth.

- Funding from the Ontario Ministry of Education supported the delivery of 109 e-workshops to Grade 4 to 8 students in Northern Ontario. In total, 2,515 students were engaged in hands-on science innovation programming with Science North "Bluecoats" through four different e-workshops without having to leave their classrooms.

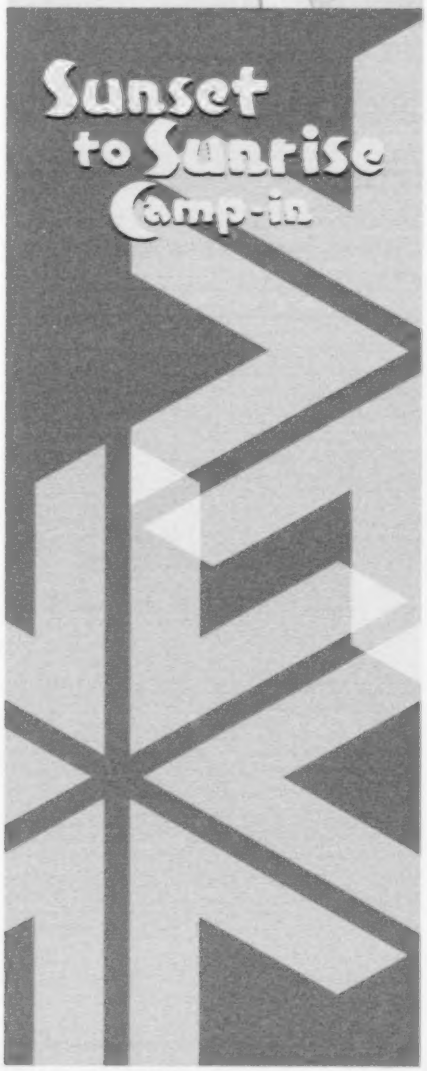
- Science North has been able to engage teachers as well as teacher candidates across the province with hands-on, inquiry-based experiences that are easily replicated in the classroom. Science North delivered 33 teacher workshops and its very first Summer Professional Learning 2-day session with teachers from the Toronto District School Board. It was a great success, with immediate interest from school board administrators for another event next year.

- Science North launched a new online educator resources website. The website, supported by Ministry of Education funding, has over 100 comprehensive and hands-on lesson plans for Kindergarten to Grade 12 classes. All content is linked to the Ontario Science and Technology curriculum and is available in French and English. Feedback has been positive and requests have been received to continue to expand this product.

- 92% of Sudbury area elementary schools have a school membership which speaks to the quality programming and experiences offered at Science North and Dynamic Earth. The teacher champion program that provides a communication contact at local schools has helped Science North effectively communicate with schools to share details of all new and relevant program offerings. The expansion of school memberships and the teacher champion program have resulted in an increase in overall school attendance.

Offer current, new and varied experiences throughout Northern Ontario

- Science North's "Science En Route" outreach program offered science experiences to 21,810 members of the general public (14,688 participants in 45 Northeastern Ontario communities and 7,122 participants from 18 Northwestern Ontario communities). This space and planetary themed experience, as well as special programs in libraries and Provincial Parks, were delivered in 63 communities through 97 events.



Science Carnival

- Science North delivered science camp programs in 33 Northern Ontario communities during summer 2016 (21 communities in Northeastern Ontario and 12 in Northwestern Ontario). 2,632 children from age 4 to 11 were engaged in hands-on science activities ranging in topics from natural sciences, to body science, to technology camps including media and robotics. More than 45 students and graduates across Northern Ontario were hired to deliver these programs.

- In late April 2016, the 2nd annual science festival was held in Sault Ste. Marie, led by Science North and supported by eight partners: Algoma University, Canadian Bushplane Heritage Centre, Entomica, Invasive Species Centre, Natural Resources Canada – Canadian Forest Service, Sault College, the Sault Ste. Marie Innovation Centre and Fisheries and Oceans Canada. The Science Festival Week engaged well over 3,888 people of all ages in science and technology learning through a series of events including:

    - **ARTIE (Advanced Research & Technology Innovation Expo)** – This annual event offered by the Sault Ste. Marie Innovation Centre hosted 1,600 elementary school students from Grade 1 to Grade 8, highlighting close to 20 local organizations that presented science and technology hands-on sessions, demonstrations and presentations at The TECH.
    - **Science for Seniors** – A multi-day event, presented by Entomica, that engaged 570 older adults in science through interactive demonstrations at 7 seniors' centres.
    - **Adult Event: Hangar After Dark: Shaken & Stirred 19+** – An adult night event with science exhibits, shows and workshops at the Canadian Bushplane Heritage Centre attracting 130 adults.
    - **Science Carnival** – A daylong community event featuring 26 exhibitors and presenters engaged 1,507 visitors in hands-on science and technology activities.

- In March 2017, the Festival and Events Ontario Organization awarded the 2016 Sault Ste. Marie Science Festival with an FEO achievement award in the category Best New Festival ($100,000 or less) at its conference held in Sault Ste. Marie. Festival partners and heads of the partnering organizations attended the gala to receive the award.

Sault Ste. Marie
SCIENCE FESTIVAL
April 26 - 30, 2016

Members of the Sault Ste. Marie Science Festival planning committee accept the FEO achievement award.

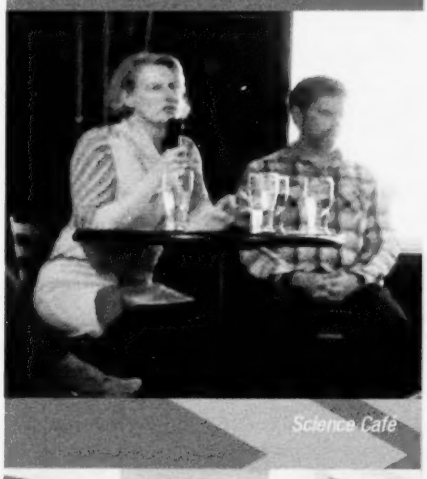
- In addition to science summer camps, kids attended full-day programs during non-school days involving 301 kids at the science centre in Sudbury and 207 kids at the Thunder Bay base. Science North also offers an Afterschool Science program for kids between ages 4 and 12. During the school 2016-17 year, an average of 28 kids attended the 189 day after school program.

- During the 2017 Family Day Week (Feb. 20- 25) 2,983 participants enjoyed the Thunder Bay Science Festival. The Ontario150 funded Science Festival events included:

    - **Snowday at Marina Park** – In collaboration with the City of Thunder Bay held at Prince Arthur's Landing at Marina Park, this event allowed visitors to learn about stars and planets in a portable planetarium and experience hands-on outdoor winter science activities.
    - **Science Café** – An event aimed at a 19+ audience focused on Farm Fresh: Northern Agriculture and Food Systems involved 55 participants.
    - **The Great Lakes; Stories of Hope** – A film screening of Science North's film production *Mysteries of the Great Lakes* followed by a presentation by guest speaker/biologist, Franco Mariotti, was held at Thunder Bay's Silver City Complex to 526 students and 124 members of the general public.
    - **Nerd Nite** – A 20-minute presentation on science innovation and all-things Ontario, involving 133 participants.
    - **Family Science Carnival** – An event at the Agora at Lakehead University with 20 exhibitors and 855 attendees involving families in hands-on science and engineering, along with festival activities and entertainment including Battle Nation, an Indigenous drumming and singing group. The event was offered in partnership with the NWO Innovation Centre, funded in part by Ontario150 and supported by Ontario Power Generation.

- Science North continues its sustained presence in Northern Ontario communities by working with six organizations across the North to provide a permanent *Northern Nature Trading* (NNT) experience. This was made possible thanks to funding from FedNor and the Northern Ontario Heritage Fund. The NNT experience is based on the popular Nature Exchange at Science North and Rockhound Lab at Dynamic Earth where visitors, children and adults alike, bring items they've found in nature and receive points to exchange for other natural items in the science centres' collection. Partners leading these experiences include Canadian Bushplane Heritage Centre in Sault Ste. Marie, the Red Lake Regional Heritage Centre, Science Timmins, the Lake of the Woods Discovery Centre in Kenora, the Chamber of Commerce in North Bay and the Mary J. L. Black Public Library Branch in Thunder Bay. This is a true partnership where Science North shares expertise and resources and each partner offers a high quality Science North experience in their facility.

Snowday at Marina Park



Science Café

Thunder Bay-Rainy River MP Don Rusnak (left) at the opening of the Northern Nature Trading experience in Thunder Bay

Thunder Bay SCIENCE FESTIVAL February 20-25, 2017

Northern Nature Trading Échange de la nature

GOAL 3

Offer high quality interactive science learning experiences online

Redesign website architecture and layout to optimize new content and mobile and social strategy

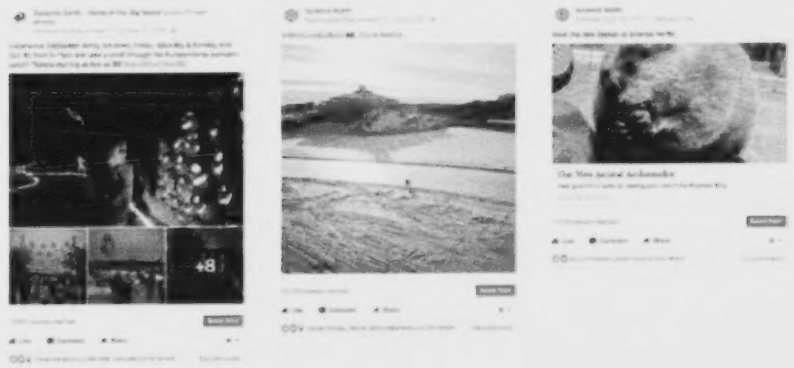
- Science North worked with a supplier on its new website architecture and creative to ensure customer convenience, usage and satisfaction. Major tasks completed included stakeholder and customer consultation, information gathering, creative design, construction of wireframes and quality assurance testing. The website is expected to launch in fall 2017.

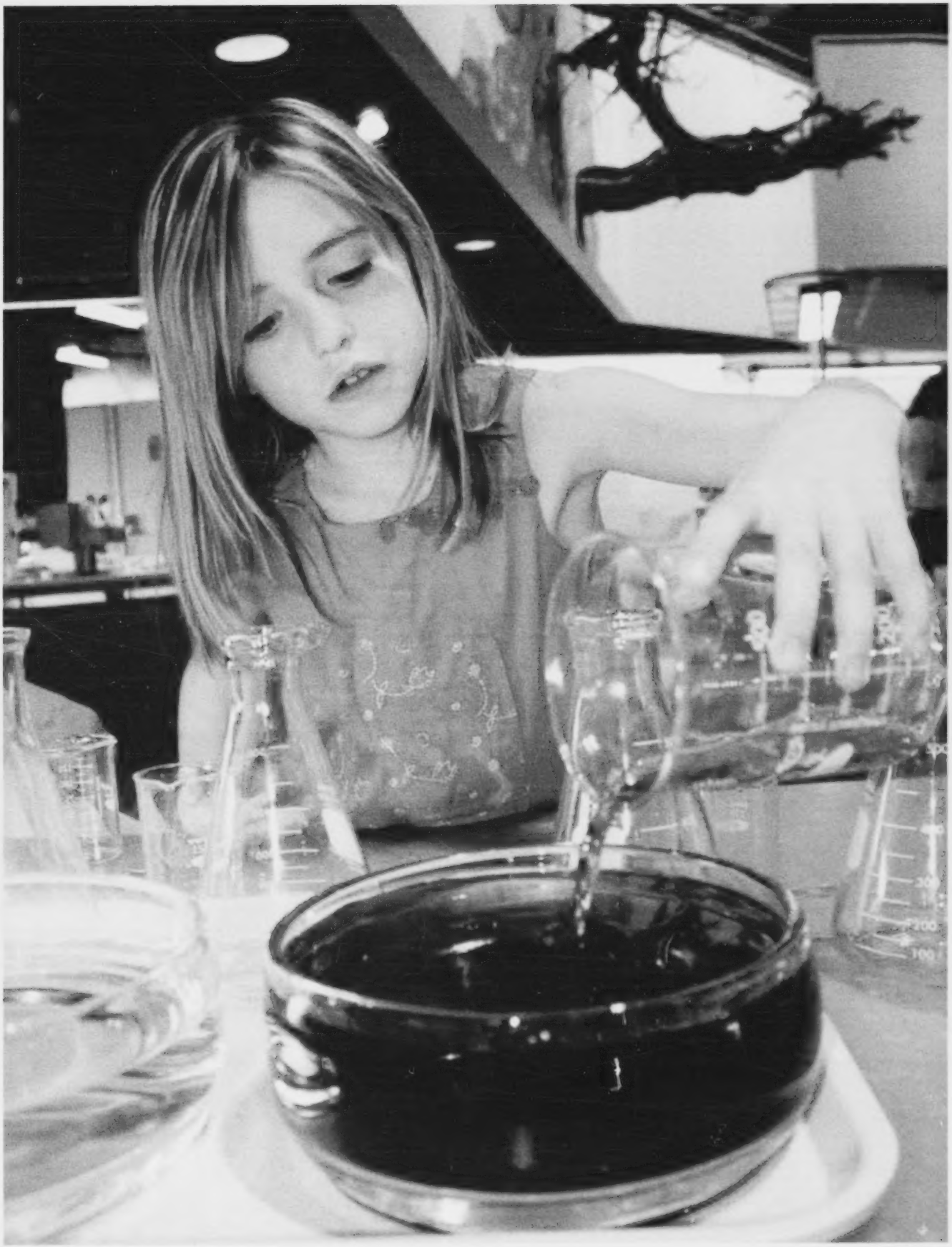
- Science North continued to drive customers to its existing website through advertising, social media and search engine optimization, resulting in an increase of 11.4% in traffic from the previous year for a total of 475,395 users.

Build and deliver a content strategy to reach all audiences with a mix of appropriate digital channels

- A content strategy goes hand in hand with a new website and social media strategy. Science North tested content and measured results to ensure an impactful strategy, which will continue to change based on engagement. Staff training for those creating website and social media content is ongoing.

- Science North achieved a 4.4% engagement rate on Facebook and added 9,824 new followers, bringing the online community to 45,100 - a 27.8% increase over the previous year.





Strategic Priority 2

A Customer Focused Culture of Operational Excellence

GOAL 1

Build a change ready culture

Drive high performance (people, leadership and service)

- Science North launched its 2nd employee engagement survey to gain deeper strategic insight into its workforce. Overall engagement level has risen by 10% since the last survey 5 years ago. The organization continues to address gaps in key engagement drivers and introduce new strategies to further drive engagement.

- Learnings from the Northern Leadership Program were transferred to Science North staff through the Science North Leadership Series launched in April 2016. As Science North experiences its first wave of retirees and prepares for a new strategic plan, investments in leadership capability are increasingly important for the organization.

- Science North developed a service delivery framework with input from Northern Leadership Program project teams, and will continue to develop a customer-centric service delivery model that provides value and meets expectations.

- The Northern Leadership Program (NLP) continued to have strong support in the community with a third Cohort completing the Program and the launch of a fourth Cohort that will graduate in 2017-18. Partners in NLP Cohort 3 included Science North, the City of Greater Sudbury, Child & Community Resources, Child and Family Centre, Collège Boréal, and Laurentian University. Science North is the managing partner of the Program.

Align the workforce

- Science North focused efforts on building a broader talent management strategy and improving succession planning by implementing systematic reviews to gauge aspirations, assess talent pools and determine development needs.

- Investing in strategies designed to retain the experience of Science North's most experienced employees was a central focus and initial planning was undertaken to establish a Bluecoat Emeritus Program to be launched in 2017.

- Science North continues to refine its approach to phased retirement through reduced work weeks allowing time for transfer of knowledge and a smooth transition as retiring staff prepare to exit the workplace.

Invest in learning

- Science North refocused opportunities through the Marchbank Innovation Fund, which encourages the continuous learning and development of staff, to ensure project priorities and professional development aligned with the Centre's goal of remaining innovative, entrepreneurial and relevant. These opportunities focused on gaining expertise in new innovative technologies that could be brought back to Science North and applied in the design and planning for projects on the horizon.

GOAL 2

Ensure world-class facilities and fully operational experiences

Implement an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits

- Science North implemented a proactive maintenance plan to ensure that exhibits at Science North and Dynamic Earth sites achieved our 'exhibits working' goals. A score of 90% was achieved for exhibits and shows working at both sites. Exhibits that were identified as 'high impact visitor experiences' were available and fully functioning 98% of the time.

Determine shortfall areas and adjust cleaning and maintenance system and procedures as necessary to continue to achieve a high level of customer satisfaction in building and grounds cleanliness

- Science North continued to improve on its cleaning and maintenance management system with the implementation of a preventative maintenance guide and weekly janitorial service provider evaluations allowing for a customer service satisfaction level of 92.5% for cleanliness and maintenance of grounds and buildings.

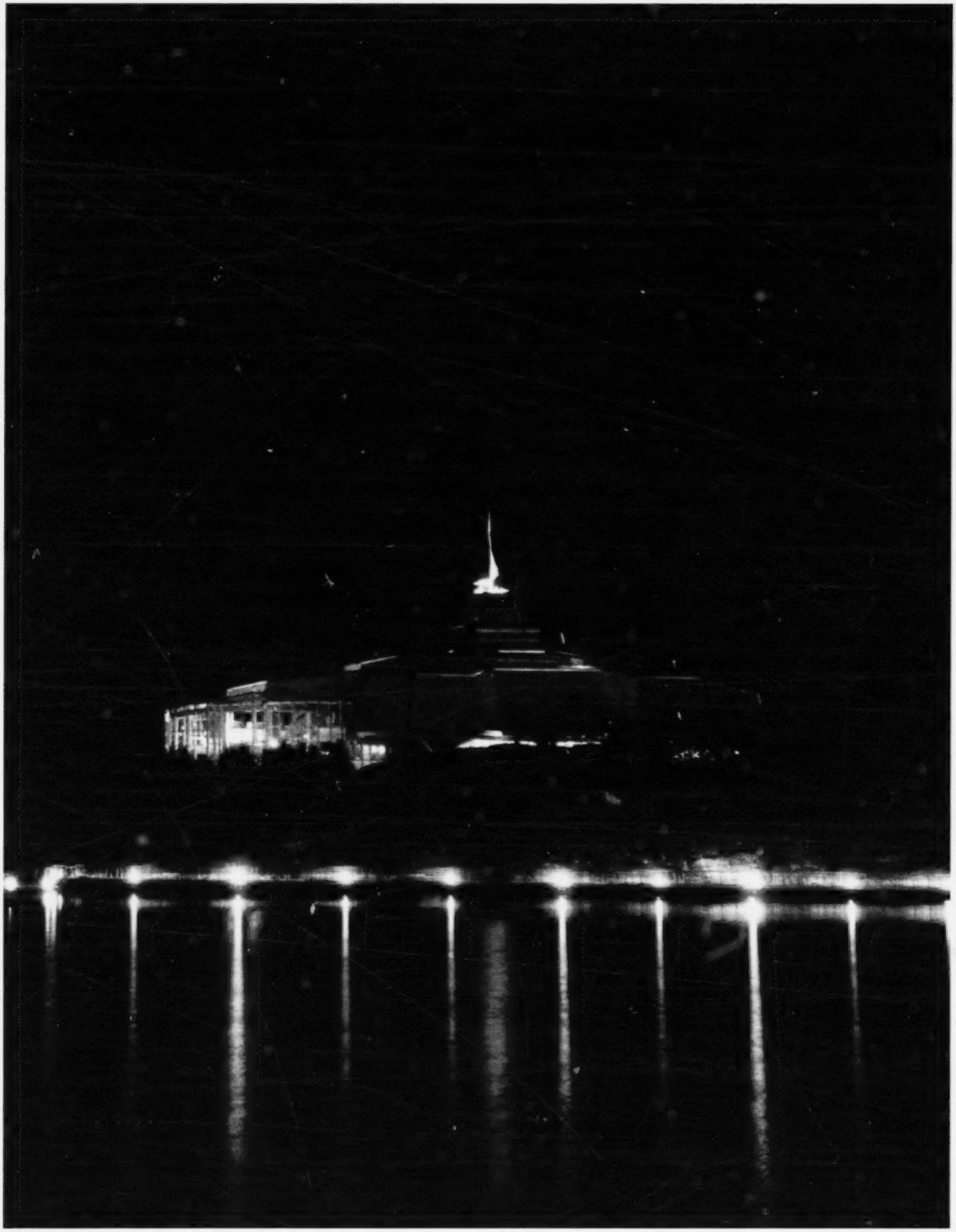
Investigate and implement preventative maintenance system to support Science North assets

- Science North has continued to benefit from the Ministry's Asset Management System as the key driver for the identification of asset renewal needs. This system has supported ongoing capital asset planning, prioritization and cost estimates for infrastructure projects.

- Continued focus on a preventative maintenance program has resulted in cost savings attributable to proper planning and the reduction of emergency repair incidents.

Fund and implement long-term infrastructure investment strategy

- Science North was successful in securing $1.2 million in funding towards infrastructure projects. Renewal projects driven by the Asset Management System were completed on emergency lighting, security systems upgrades and roof and window replacements. Science North maintains two large architecturally unique facilities on 52 acres of land. The ability to plan effectively using comprehensive data systems has provided strong support to advance infrastructure renewal strategies.



GOAL 3

Optimize processes, systems and technology to maximize ROI (return on investment)

Implement information management strategy

- The identified components of the information management strategy have been completed including a fire suppression system, file sharing and malware enhancements.

- The planning for a new human resource information system was completed and implementation of Phase I will occur in May 2017. This new system replaces largely manual procedures and outdated legacy systems for time and attendance, performance appraisals, online applicant tracking and payroll processing. This was a significant change for the organization's workforce providing real time access, self-service, web and mobile access, process automation and faster processing time.

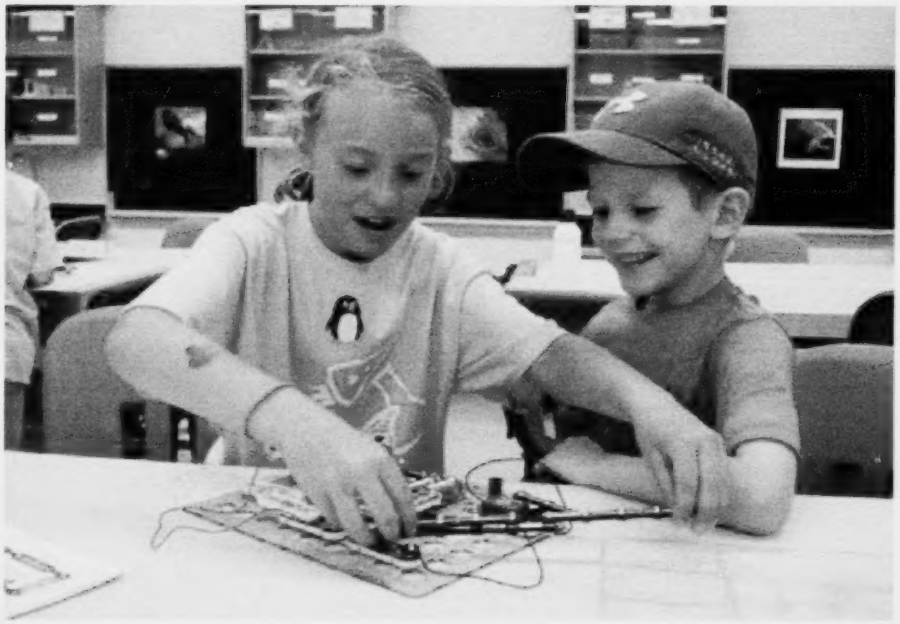
Continue to investigate and implement improvements to project management system

- Project managers and sponsors are well equipped with proper planning, estimating and evaluating tools. Shared information through Smartsheet capabilities has allowed Science North to focus on project details, review status updates and ensure that projects are set up for success. Project managers and sponsors have the ability to assess project status including scope, budget and timing on a regular basis allowing course correction, when required, and in a timely fashion. As a result, projects have met scope requirements and achieved a strong return.

Fully implement CRM and online/mobile ticketing capability of new Point of Sale system

- A new CRM (Customer Relationship Management) strategy has been drafted and logistical pieces tying into the new Point of Sale System were tested. Additional training and implementation of CRM will continue throughout 2017-18 to support the achievement of attractions and businesses revenue goals.

- The delay of the website launch has also delayed the launch of the mobile app resulting in flat online ticket sales. Science North will launch a new ticketing app in Fall 2017 once the new website has launched.



Research and implement best system to improve school, groups, camps and functions bookings process and sales tracking

- Research conducted by Science North and qualified suppliers has concluded that a custom solution is required for schools, groups and functions bookings given how the Centre's spaces are used and the flexibility required, to customize the customer experience. Science North will work throughout 2017-18 to customize the current 4D system to achieve improved booking experiences for customers.

- Online camp registrations continue to achieve a high customer satisfaction level (96.7%) and Science North will work to integrate this registration process into its new point of sale system without compromising the customer experience to allow achievement of its new CRM strategy.

Establish an accounting coding system to feed into all other reporting systems and project evaluation requirements

- This was delayed in order to coordinate the upgrade to Science North's current accounting system. This approach assured better value for money by combining two initiatives. An RFP is complete and will be issued in April 2017. Requested services will focus on the effective use of the current accounting system, changes to the current chart of accounts to enhance multiple reporting requirements and more efficient uses of the accounting system. Recommendations are expected to include streamlined processes with as little manual intervention as possible, generate reports efficiently, track project costs in real-time including project timebilling and provide timely financial reporting.

Identify and implement continuous improvement to operational processes

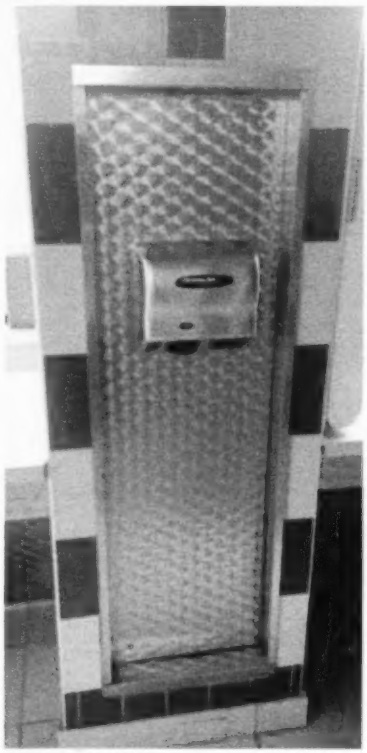
- Identified cost savings from 2013 to 2017 reached $24,000 on a target of $25,000. These included changes to scheduled hours for front of house staffing, an increase in electronic mailing from paper postage and the enhanced use of in house creative services.

GOAL 4

Practice environmental responsibility

Identify and implement environmentally responsible operational practices with ongoing corresponding measurement and communication

- Science North's "Green Team" continued to seek better ways to meet environmental goals related to operational practices. Further progress was made in 2016-17 by implementing the use of hand dryers, electronic school program surveys and paperless pay stubs. In addition to these three new practices, Science North continues to sustain prior years' initiatives for a total of 16 green operational practices.



Identify and implement projects with positive ROI based on environmental audits and/or metering

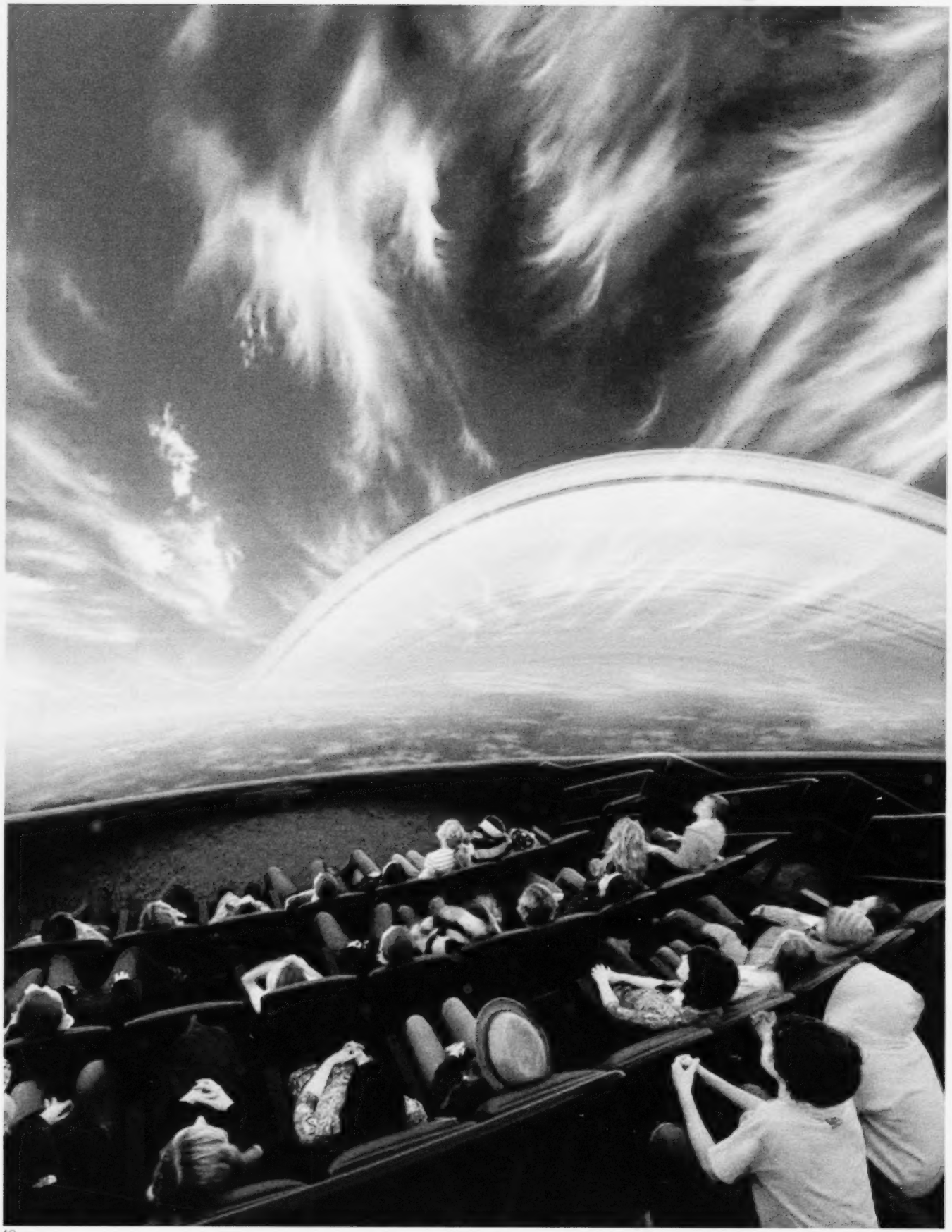
- The approach to the planning for infrastructure projects now includes a "green" component. Project managers are required to think about the environment when developing project plans. As a result, Science North completed the fourth floor lighting at the Bell Grove site and the perimeter lighting at the Dynamic Earth site by installing LED lighting. Energy consumption has decreased by 16% over the 2013-14 consumption figures as a result of these initiatives.

Research, identify and fund highly visible renewable energy projects with positive Return on Investment (ROI)

- As part of the Smart MicroGrid project, solar panels were successfully installed at the Bell Grove site and will be fully functional in April 2017. Visitors to the Centre can now view and discover the science behind solar energy as they journey through the Science Centre. Power generation from the panels allows Science North the benefit of reduced electricity cost.

- Science North began focusing on Dynamic Earth as the next location for a highly visible renewable energy project. Research and a request to provide options was completed in order to reach an informed decision in 2017-18.

Making their mark at the official launch of the Smart MicroGrid Demonstration site at Science North. Left to right: Mark Signoretti, Greater Sudbury City Councillor and Board Chair of GSU & Greater Sudbury Hydro Inc.; Keyvan Cohanim, Chief Commercial Officer, Opus One Solutions; Hon. Glenn Thibeault, Minister of Energy and Sudbury MPP; Greater Sudbury Mayor Brian Bigger; Carmine Pizzuro, President of eCAMION Inc.; Science North CEO Guy Labine



Strategic Priority 3

Long Term Financial Stability

Goal 1

Grow and diversify our external sales revenue

Develop and implement action plan to grow external sales in new emerging markets

- Science North and the Ontario Science Centre, with the financial support of the Ministry of Tourism, Culture and Sport, continue to work together on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products. Several meetings were held with clients who have upcoming projects. A meeting with the new Canadian Consul General and team was organized and attended in Hong Kong. As well, a meeting with a delegation from Henan Science and Technology Museum was organized to discuss next steps for their Master Planning process in which Science North will play an advisory role. Science North continues to grow new business partnerships, identify new revenue generating projects and perform market and competitive analysis to support the Asian Business Development Initiatives.

Secure partnership for the development of Science North's 2018 travelling exhibit and achieve planned targets for travelling exhibit business

- Science North built on the success of its *Wild Weather* travelling exhibition partnership with the Ontario Science Centre by securing a similar agreement for Science North's *Beyond Human Limits* travelling exhibition, in that the Ontario Science Centre will once again provide fabrication in kind services with a value of up to $600,000.

- Science North's travelling exhibits are leasing well throughout North America with its portfolio of six exhibits currently touring. A 70% lease rate was secured by March 31, 2017 for the following year's leases.

Develop new multimedia experience that showcases new technology and effects

- Science North is developing a new projection mapping show on the Big Nickel thanks to Ontario150 funding. The show, using state of the art technology, will celebrate the past 150 years in Sudbury's history and will be shown throughout the spring and summer of 2017. This type of show development continues to showcase Science North's ability to produce first class productions and visitor experiences.

Review our external sales business plan and adjust as necessary including our product and service offerings, market targets and marketing and sales strategies

- A complete review of historical information, gathering of information from environmental scanning and meetings with stakeholders has resulted in a renewed External Sales Business Plan for the next two years. Identified actions from this business plan for 2017-18 will be implemented and measured throughout the year.

- By March 2017, Science North secured 78% of its 2017-18 budgeted revenues.

GOAL 2

Grow philanthropic revenue streams

Continue executing communication strategy around charitable status (including on-site, on the web, in the community)

- Science North's charitable awareness continued to grow as 50% of City of Greater Sudbury residents indicated that they are aware that Science North is a registered charity. Awareness results have increased 4 percentage points over 2015-16 and 8 percentage points over baseline data established in 2014.

Continue implementing the 5-year action plan to increase donations including those from individuals, foundations, corporations, etc.

- Science North achieved $282,991 towards its fundraising goals in 2016-17 and secured an additional $300,000 to be recognized over the next three fiscal years.

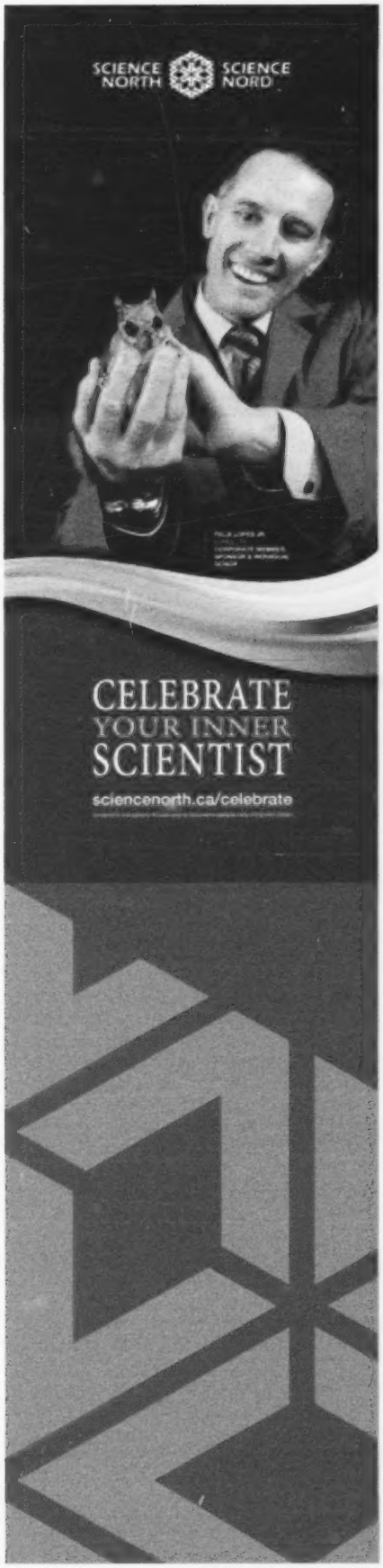
- On April 9, 2016, Science North hosted its sixth fundraising gala: the *5enses Gala*. In keeping with the theme, the Gala evening was filled with vibrant colours, indulgent flavours, immersive sounds, enticing aromas, and captivating textures. Guest enjoyed delectable food, live entertainment and 'sensation stations' based on the science of the senses. The *5enses Gala* also complemented the launch of Science North's new immersive IMAX® with Laser technology and the *Imaginate* special exhibition. The gala event contributed a net profit of $40,000 to Science North's operations. Donations and sponsorships represented 80% of total revenue for this occasion, a strong attribution of its success. These are important annual events that have, to date, contributed $281,000 to Science North's self-generated revenue.

Continue implementing a 5-year action plan to increase corporate sponsorships

- Science North launched its Corporate Giving Program founded on four pillars: investment in the community; employee rewards; team dynamics and client appeal and brand awareness. To date, 36 organizations are involved in the program, and $130,500 was raised in corporate sponsorship revenue. This new program allows participants an expanded opportunity to support and celebrate Science North through client engagement, marketing opportunities and event showcases.

Continue implementing a 5-year action plan to increase corporate memberships

- Science North implemented a number of strategies to increase corporate memberships including the implementation of an annual giving program campaign, increased regular communication and a targeted prospect list. The achievement for 2016-17 was $37,290 in revenues and 30 corporate memberships.



GOAL 3

Increase and maximize grant revenue

Implement strategy for maximizing grant revenue

Science North implemented various strategies in 2016-17 to secure grants for operational and capital initiatives from municipal, provincial and federal funding programs. This included maintaining relationships with existing funders and developing new relationships where opportunities emerged. Ongoing activities in the areas of proposals in development, proposals under review, funded projects being implemented and reporting requirements met, and sourcing of new opportunities for funding, helped maximize the organization's success. Some examples follow:

- Ontario150 funding of $1,060,000 through the Ministry of Tourism, Culture and Sport is supporting Science North Ontario150 public programming initiatives including:
  -*The Big Nickel Show*, a light and video show produced by Science North and projected onto the surface of Sudbury's iconic landmark. The show will be a celebration of 150 years in the City of Greater Sudbury's history and will open May 2017.
  -*Under the Same Stars: Minwaadiziwin*, a new Science North produced Planetarium show that will open at the centre's digital Planetarium in spring 2017 and will also tour Northern Ontario starting in April 2017 in two digital portable planetariums.
  -Week-long Science Festivals with themed programming in Thunder Bay (Feb. 2017), Sault Ste. Marie (April 2017) and a third Northern Ontario location in Fall 2017.

- The Ontario Ministry of Education provided support over the 2016-17 fiscal year, including support to launch a new teacher resource website and e-workshops for students.

- The final stages of the exciting $3.0 million renewal at Dynamic Earth were completed with support from FedNor, the Northern Ontario Heritage Fund Corporation (NOHFC), Canadian Heritage, and the City of Greater Sudbury through the Greater Sudbury Development Corporation.

- Science North and the Ontario Science Centre have been working together since 2012 on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia products. The initiative project leverages both science centres' previous successes to continue to grow Science North's and Ontario Science Centre's volume of exports and presence in the Asian cultural attractions market. The Ministry of Tourism, Culture and Sport funded the first three years of this International Development Initiative and made a further two-year commitment in March 2015 to support the second phase of this Initiative through 2017.

- Science North "Bluecoats" travelled to 31 First Nations communities to deliver 155 school programs involving 3,209 students in science programs thanks to NSERC (Natural Sciences and Engineering Research Council of Canada) "Promoscience" funding from April through to December 2016, ending a three-year grant.

- The new *Wild Weather* travelling exhibition was supported by funding of $105,000 from Canadian Heritage and $120,000 from the Ontario Cultural Attractions Fund.

- Employment and internship grants secured in 2016-17 totaled $226,393. This included funding for seven new internships through the Northern Ontario Heritage Fund Corporation.

- Canadian Heritage, through the Museum Assistance Program, supported the *Game Changers* special exhibition with an investment of $15,000.

- A combined $38,500 was secured through Sudbury Tourism, Northeastern Ontario Tourism, Tourism Northern Ontario and the Ontario Tourism Event Marketing Partnership. These partners helped support Science North in promoting Halloween at Dynamic Earth and March Break. With their generous support Science North was able to expand its advertising reach in the North.

- Canada Day 2016 community festivities at Science North were supported by $10,000 in funding from Canadian Heritage and $10,000 in funding from the City of Greater Sudbury.

Maximize accountability and credibility in grants management

- Being accountable and credible in managing grants remains a high priority for Science North. Through strong stakeholder relations, delivering on grant commitments, timely and accurate reporting and thorough program evaluation, a greater 'value of money' is ensured for all projects.

GOAL 4

Explore and maximize all other potential revenue streams

Implement new revenue streams as identified in 2015-16

- Science North completed its recommendations for new revenue streams initiatives and received approval to move forward in June 2016. An Escape Room attraction was developed and opened in January 2017, generating a profit of $26,143.
  Visitor reaction to this new attraction has been overwhelmingly positive.

Visitors interact at the *Megalodon: Largest Shark that Ever Lived* exhibition.

Science North Funders, Sponsors & Supporters*

Science North's successes have been possible with the generous assistance of funders, sponsors and supporters. Sincere thanks are extended to each and every one of them.

Government Supporters

Canadian Heritage
City of Greater Sudbury
Employment and Social Development Canada
FedNor
Greater Sudbury Utilities
Ministry of Tourism, Culture and Sport
Ministry of Education
Ministry of Northern Development and Mines
Natural Resources Canada
Natural Sciences and Engineering Research Council of Canada
Northeastern Ontario Tourism
Northern Ontario Heritage Fund Corporation
Ontario Cultural Attractions Fund
Ontario Tourism Marketing Partnership Corporation
Ontario150

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Village Media

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Emily Kerton
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Jyceline Labine
Lisa Labine
Lise Labine
Lacroix Lawyers
Laurentian University
Lavish Events
Vanessa Leclair
Kevin Lee
Daniel Legrand
Lockerby Animal Hospital
Lopes Limited
Gordon Marrs & Joanne MacLellan
John McCall
Constance Merotto
Michel Tremblay
Mid North Mitsubishi
Mighty Canadian Donuts
Milman Industries Inc.
Mtd Products
Doug Nadorozny
Newalta Corporation
Nuclear Waste Management Organization
Nutella Corp.
OLG Slots at Sudbury Downs
Ontario Power Generation
Derrick Parsons
Murray Paul
Pepsico Canada
Photo Captiva
Jennifer Pink
Pioneer Construction
Play Powersports And Marine
Kristen Pollesel
Vince Pollesel
Peter Pula
RBC Dominion Securities
Rebecca Bose Photography
Reliable Maintenance Products
Rheault Distillery
Lisa Riddle
Carey Roy
Amber Salach
Sault College
Murray Allan Scott
Mark Signoretti
Sixty Six
Luke Smith
Joe Spagnolo
Stack Brewing
Stantec Consulting
Sudbury Community Foundation
Sudbury Integrated Nickel Operations - A Glencore Company
Sudbury Symphony Orchestra
Sudbury Theatre Centre
Toronto Dominion Bank
The Rock Harley-Davidson
Glenn Thibeault
Tim Hortons
TNT Auctions
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Brenda Tremblay and Glenn Graham
Twisted Timber
Ultra Deep Mining Network
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Vale
Value Village
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Danielle Waltenbury
Rob Whipple
Wildeboer Dellelce LLP
Xstrata - Fraser Mine

**Cash donations and in kind contributions of $500 and greater*

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Corporate

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Corporate Plus

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Atlas Copco
Centre for Excellence in Mining Innovation
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Collins Barrow
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HLS Hard-Line Solutions
Kina Gbezhgomi Child and Family Services
Lopes Limited
Maslack Supply Ltd.
Ministry of Northern Development and Mines
Patrick Mechanical Ltd.
Shkagamik-Kwe Health Centre
Sudbury Integrated Nickel Operations - A Glencore Company (Strathcona Mill)
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Totten Mine Employee Association
Vale Garson Mine
Wahnapitae First Nation
Wildeboer Dellelce LLP
XPS Consulting & Testwork Services, A Glencore Company

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Sudbury Credit Union Limited
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Sudbury Integrated Nickel Operations - A Glencore Company (Nickel Rim South)
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Corporate Builder

Greater Sudbury Airport

Corporate Leader

Toronto Dominion Bank

Corporate Advocate

Pioneer Construction

Corporate Innovator

Vale

Science North Board of Trustees

(as of March 31, 2017)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2019
Stephanie Baker	December 2, 2015	December 2, 2018
Gisèle Chrétien	January 15, 2016	January 15, 2019
Dr. Jordi Cisa	March 24, 2004	October 26, 2019
Elyse Clements	June 29, 1998	October 26, 2019
Dr. Stephen Kosar	January 27, 2010	August 24, 2019
Jeffrey Laberge	February 11, 2009	April 22, 2018
Claude Lacroix	July 15, 2009	August 24, 2019
John Macdonald	June 11, 2008	August 13, 2017
Gordon Marrs	June 22, 2005	April 1, 2018
Todd Miller	December 17, 2013	December 17, 2019
Jo-Anne Palkovits	November 28, 2016	November 28, 2019
Greg Seguin	February 24, 2016	February 24, 2019

Science North Committee Members

(as of March 31, 2017)

Audit Committee
Dr. Stephen Kosar – Chair
Claude Lacroix
Bruce Hennessy

Business Affairs Committee
Jeffrey Laberge – Chair
Greg Seguin
Cathy Bailey
Doug Craig
Bruce Hennessy
Justin Lemieux
Kati McCartney

Executive Committee
Scott Lund – Chair
Elyse Clements
Jeffrey Laberge
Claude Lacroix (member at large)
Gordon Marrs

Science Program Committee
Gordon Marrs – Chair
Dr. Jordi Cisa
John Macdonald
Todd Miller
Diane Abols
Nels Conroy
Michele Henschel
Céline Larivière
David Wood

Names in italics represent non-trustee members

Science North Staff (as of March 31, 2017)

Guy Labine
Chief Executive Officer

Chloe Gordon
Director, Office of the CEO & Strategic Initiatives
Eileen Kotila
Administrative Assistant
Jessica Hall
Manager, Grant Programs

Jennifer Pink
Science Director

Julie Moskalyk
Senior Manager, Dynamic Earth
Jennifer Beaudry
Bryen McGuire
Staff Scientists

Robert Gagne
Senior Producer
Amy Wilson
Associate Producer/Editor
Richard Wilderman
Animator

Darla Stoddart
Senior Scientist, Travelling Exhibits

Nancy Somers
Senior Scientist, Science Operations
Roger Brouillette
Daniel Chaput
Bruce Doran
Amy Henson
Olathe MacIntyre
Dana Murchison
Nina Nesseth
Melissa Radey
Staff Scientists

Jacqueline Bertrand
Dale Myslik
Science Technicians
Russell Jensen
Ron Pinard
Michel Tremblay
Technical Specialists
Ronald Bradley
Technician

Danielle Waltenbury
Senior Scientist, Science Initiatives
Kirsti Kivinen-Newman
Staff Scientist

Carey Roy
Assistant to the Directors, Science and Education Initiatives

Nicole Chiasson
Director, Education and Northern Programs
Sarah Chisnell
Senior Scientist, Education
Cathy Stadder Wise
Senior Scientist, Informal Science Programs
Emily Kerton
Senior Scientist, Outreach and Indigenous Initiatives
Lora Clausen
Senior Scientist, Northern Initiatives
Josée Bertrand
Tina Leduc
Jill Legault
Lily Racine-Bouchard
Kaitlin Richard
Vacant
Staff Scientists
Cassandra Pollock (On Leave)
Informal Science Program Specialist
Mary Chang
Science Communicator

Brenda Tremblay
Director, Customer Relations and Business Development

Ashley Larose
Senior Manager, International Sales
Vacant
Exhibit Sales and Marketing Leader
Andrew Blair
Client Services Assistant
Audrey Dugas
Manager, Travelling Exhibits Touring Operations
Don Greco
Michael Palumbo
Technical Specialists
Vern Gran
Technical Project Manager
Tasio Gregorini
Senior Technologist
Andrea Martin
Project Manager
Beverly Pugliese
Operations Assistant

Vacant
Senior Manager, Marketing
David McGuire
Senior Marketing Specialist
Josh Dandurand
Angele Daoust
Mario Parisé
Karen Watson
Vacant
Marketing Specialists
Kim Lavigne
Mireille Wright
Graphic Designers

Renee LePera
Senior Manager, Sales & Visitor Services
Michelle Lalonde
Kimberly Parkhill
Sales Leaders
Kathryn Huneault
Sales Leader, Food and Functions
Erika Theriault
Sales Leader - Functions
Vince Murphy
Manager, Facility Operations
Kevin McArthur
Technical Specialist

Jennifer Booth
Director, Finance
Angela McCandless
Céline Roy
Senior Accountants
Michelle Ciulini
Valerie Lefebvre
Accountants
Diane Rossi
Pay & Benefits Officer
Kathleen Schofield
Accounts Payable Officer
Janine Pigozzo
Procurement and Contracts Officer

Mark Gibson
Manager – Facilities Infrastructure
Dale Bursey
Facility Manager
Paul Loiselle
Robert Longarini
William Mann
Shawn McNamara
Renaud Marquis
Technical Specialists

Dave Kelly
IT Services Manager
Brian Wright
IT Technician

Kristal Lafantaisie (On Leave)
Senior Manager, Development
Lyndsay Gagnon
Vacant
Development Officers

Denise Fera
Director, Organizational Development
Vacant
Senior Manager, Organizational Development
Rebecca Wilson
Manager, Organizational Development Operations
Shelby Twohey
Organizational Development Officer

Appendix:
Science North Audited Financial Statements
(as of March 31, 2017)

KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism, Culture and Sport of the Province of Ontario and the Board of Trustees of Science North

We have audited the accompanying financial statements of Science North, which comprise the statement of financial position as at March 31, 2017, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.

KPMG

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2017, its results of operations, its remeasurement gains and losses and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

June 20, 2017
Sudbury, Canada

SCIENCE NORTH

Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
Assets		
Current assets:		
Cash	$ 1,897,559	$ 2,472,291
Short-term investments	4,550,528	4,057,821
Accounts receivable	1,463,746	1,366,545
Prepayments and inventory	1,152,792	1,022,986
	9,064,625	8,919,643
Restricted investments	6,695,117	6,869,157
Capital assets (note 2)	39,113,277	39,364,118
	$ 54,873,019	$ 55,152,918
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	$ 3,210,210	$ 3,408,072
Deferred revenue	2,072,400	2,039,299
Current portion of loans payable (note 3)	7,797	1,971
	5,290,407	5,449,342
Loans payable (note 3)	1,411,138	1,428,336
	6,701,545	6,877,678
Fund balances:		
General	1,048,300	832,044
Capital asset	38,064,466	38,315,309
Restricted and endowment (note 4)	9,058,708	9,127,887
	48,171,474	48,275,240
	$ 54,873,019	$ 55,152,918

See accompanying notes to financial statements

On behalf of the Board:

_____

Chair

_____

Director

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2017, with comparative information for 2016

	General		Capital Asset		Restricted and Endowment		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
Revenue:								
Province of Ontario grants:								
Operating	$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	2,028,907	647,456	2,256,036	722,403	-	-	4,284,943	1,369,859
Government of Canada grants	156,318	309,381	1,214,462	238,548	-	-	1,370,780	547,929
Other Government grants	20,242	13,000	109,947	190,053	-	-	130,189	203,053
Admissions (schedule)	2,314,809	2,284,544	-	-	-	-	2,314,809	2,284,544
Workshops and events	1,136,221	1,096,727	-	-	-	-	1,136,221	1,096,727
Memberships	633,714	659,827	-	-	-	-	633,714	659,827
Business operations (schedule)	3,741,275	2,994,858	-	-	-	-	3,741,275	2,994,858
Fundraising and donations	429,288	383,337	79,037	30,000	7,853	37,434	516,178	450,771
Interest earned	107,460	111,564	-	-	263,889	282,039	371,349	393,603
Other	70,287	58,922	519,494	550,646	-	-	589,781	609,568
	17,467,421	15,388,516	4,178,976	1,731,650	271,742	319,473	21,918,139	17,439,639
Expenses:								
Science program (schedule)	6,790,501	5,343,674	-	-	-	-	6,790,501	5,343,674
Business operations (schedule)	3,939,948	3,837,300	-	-	-	-	3,939,948	3,837,300
Maintenance and building	1,994,411	1,913,118	-	-	-	-	1,994,411	1,913,118
Administrative operations	2,723,426	2,725,949	-	-	-	-	2,723,426	2,725,949
Marketing and development	1,887,878	1,373,138	-	-	-	-	1,887,878	1,373,138
Program technical support	365,505	416,397	-	-	-	-	365,505	416,397
Amortization of capital assets	-	-	4,320,236	4,281,176	-	-	4,320,236	4,281,176
	17,701,669	15,609,576	4,320,236	4,281,176	-	-	22,021,905	19,890,752
Excess (deficiency) of revenue over expenses	(234,248)	(221,060)	(141,260)	(2,549,526)	271,742	319,473	(103,766)	(2,451,113)
Fund balances, beginning of year	832,044	2,256,585	38,315,309	38,023,196	9,127,887	10,446,572	48,275,240	50,726,353
Transfers for capital	45,917	(1,232,234)	(109,583)	2,841,639	63,666	(1,609,405)	-	-
Interfund transfers (note 5)	404,587	28,753	-	-	(404,587)	(28,753)	-	-
Fund balances, end of year	$ 1,048,300	832,044	38,064,466	38,315,309	9,058,708	9,127,887	48,171,474	48,275,240

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	$ (103,766)	$ (2,451,113)
Adjustments for:		
Amortization of capital assets	4,320,236	4,281,176
	4,216,470	1,830,063
Changes in non-cash working capital (note 8)	(391,768)	1,563,906
	3,824,702	3,393,969
Financing activities:		
Principal repayment of loans payable	(11,372)	(3,971)
Capital activities:		
Purchase of capital assets	(4,069,395)	(4,573,288)
Investing activities:		
Decrease (increase) in restricted investments	174,040	(128,525)
Increase in short-term investments	(492,707)	(205,487)
	(318,667)	(334,012)
Net decrease in cash	(574,732)	(1,517,302)
Cash, beginning of year	2,472,291	3,989,593
Cash, end of year	$ 1,897,559	$ 2,472,291

See accompanying notes to financial statements.

Science North (the "Organization") is an Ontario Organization established as a Science Centre Organization under the Science North Act of the Province of Ontario. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of Science North.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

(c) Investments:

The short-term and restricted investments consist of bonds and coupons and are recorded at amortized cost.

1. Significant accounting policies (continued):

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity investments that trade in an active market are recorded at market.

All other investments are held at amortized cost. All investments held in equity investments that trade in an active market are recorded at fair values. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

1. Significant accounting policies (continued):

(f) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

(g) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Items subject to such estimates and assumptions include the carrying value of capital assets and loans payable and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Capital assets:

2017		Cost	Accumulated Amortization	Net Book Value
Land and buildings:				
Bell Grove	$	53,088,828	33,562,427	19,526,401
Dynamic Earth		13,995,345	5,995,347	7,999,998
Exhibits and equipment:				
Bell Grove		17,885,545	14,591,951	3,293,594
Dynamic Earth		8,431,040	5,359,009	3,072,031
Travelling exhibits		6,320,018	4,085,853	2,234,165
Large format film		8,096,345	5,109,257	2,987,088
	$	107,817,121	68,703,844	39,113,277

2. Capital assets (continued):

2016		Cost	Accumulated Amortization	Net Book Value
Land and buildings:				
Bell Grove	$	52,139,867	32,534,722	19,605,145
Dynamic Earth		13,950,543	5,636,400	8,314,143
Exhibits and equipment:				
Bell Grove		17,953,247	13,733,083	4,220,164
Dynamic Earth		7,057,155	4,828,382	2,228,773
Travelling exhibits		11,186,581	9,478,245	1,708,336
Large format film		8,096,345	4,808,788	3,287,557
	$	110,383,738	71,019,620	39,364,118

3. Loans payable:

	Principal Outstanding 2017	2016	Payment Terms
Province of Ontario:			
IMAX Theatre	$ 75,837	75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Government of Canada:			
Large Format Films Distribution	343,098	354,470	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,418,935	1,430,307	
Less current portion of loans payable	7,797	1,971	
	$ 1,411,138	1,428,336	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the indeterminable repayment schedule.

4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2017	2016
Externally restricted:		
Capital renewal fund	$ 2,974,138	2,863,323
Program and exhibit funds	686,189	685,684
Endowment fund	34,874	32,648
	3,695,201	3,581,655
Internally restricted:		
Funds:		
Operating reserve fund	2,579,048	2,899,503
Waterfront development	309,542	278,533
Human resources	111,326	109,466
Funded reserves	6,695,117	6,869,157
Other	62,524	27,918
Program and exhibit funds	152,365	152,149
Replacement of capital assets	1,585,233	1,512,144
Human resources	563,469	566,519
	2,363,591	2,258,730
	$ 9,058,708	9,127,887

5. Interfund transfers:

The interfund transfers are comprised of:

(a) net assets of $942,184 (2016 - $529,095) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;

(b) net assets of $148,272 (2016 - $89,117) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and

(c) net assets of $389,325 (2016 - $411,225) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

6. Financial instruments:

(a) Credit risk and market risk:

The Organization has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Organization is exposed to this risk through its interest bearing investments.

The Organization's bond portfolio has interest rates ranging from 2.10% to 5.42% with maturities ranging from June 1, 2017 to June 3, 2039.

7. Employee future benefits:

The contributions to the defined contribution pension plans were $507,029 (2016 - $506,488).

8. Change in non-cash operating working capital:

		2017	2016
Cash provided by (used in):			
Decrease (increase) in accounts receivable	$	(97,201)	112,897
Decrease (increase) in prepayments and inventory		(129,806)	617,898
Increase (decrease) in accounts payable and accrued liabilities		(197,862)	467,276
Increase in deferred revenue		33,101	365,835
	$	(391,768)	1,563,906

SCIENCE NORTH

Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2017, with comparative information for 2016

		2017	2016
Admissions:			
Science Centre	$	1,220,948	1,176,333
Dynamic Earth		538,451	550,007
IMAX Theatre		402,663	450,297
Planetarium		109,825	107,907
Escape room		42,922	-
	$	2,314,809	2,284,544
Business operations:			
Food and Retail	$	1,558,055	1,563,233
Exhibit and theatre production sales		2,053,522	1,282,969
Film production services		43,738	59,197
Parking		85,960	89,459
	$	3,741,275	2,994,858
Science program:			
Science Centre operations	$	2,802,547	2,712,679
Education and Northern programs		2,898,727	1,926,295
Dynamic Earth operations		1,089,227	704,700
	$	6,790,501	5,343,674
Business operations:			
IMAX Theatre	$	469,100	574,191
Planetarium		88,590	67,490
Escape Room		16,779	-
Food and Retail		1,130,668	1,128,758
Cost of exhibit sales		1,677,660	1,487,735
Cost of film services		44,779	61,726
Box office and sales		512,372	517,400
	$	3,939,948	3,837,300

Science North is an agency of the Government of Ontario. Dynamic Earth is a Science North attraction. IMAX® is a registered trademark of IMAX Corporation.
Science North is a not-for-profit and a registered charity.